

Austria	Schell	Indonesian	Rp100	Pakistan	Ru35
Bahrain	Dh100	Iran	Ria100	Philippines	Php40
Belgium	Bel100	Israel	Sheq100	Poland	Zl100
Cyprus	Cy100	Italy	Lira100	Portugal	Esc200
Czech	Cz100	Jordan	Jds100	Saudi	Sr100
Denmark	Dkr100	Korea	Won100	S. Arabia	Sr100
Egypt	Eg100	Kuwait	Ku100	Singapore	S\$100
France	Ffr100	Libya	Lib100	Spain	Pes100
Germany	DM100	Lux	Lfr100	Sweden	Skr100
Greece	Dr100	Morocco	Mdh100	Switzerland	Sfr100
Hungary	Hfor100	Norway	Nkr100	Turkey	Lira100
Ireland	Ir100	Qatar	Qr100	UAE	Dhs100
Italy	Lira100	Romania	Rol100		

# EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

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British companies  
stay in the dark  
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FT No. 31,617  
THE FINANCIAL TIMES LIMITED 1991

Monday November 25 1991

D 8523A

## World News Business Summary

### Belgian PM suffers blow in early poll projections

The Belgian coalition government of Wilfried Martens suffered setbacks in the general elections, while environmentalists and an extremist anti-immigration party made significant gains, according to early projections. Page 16

### Sununu in trouble

Embattled White House chief of staff John Sununu faces a further barrage of criticism with a number of Bush supporters reluctant to join the president's re-election campaign if he is in charge of it. Page 2

### Israel accuses US

Israeli ministers angrily accused the US of forcing the government's hand on the next round of Middle East peace negotiations and of snubbing prime minister Yitzhak Rabin. Page 3

### UK prisoner home

Ian Richter, UK businessman freed after more than five years in a Baghdad jail, arrived in London aboard UN aircraft. Page 3

### Belfast jail blast

One man, believed to be a prisoner, was killed and others injured, some seriously, in an explosion at Belfast's top security Crumlin Road jail. Page 3

### Riot over stadium

Four people died in a clash between supporters of South Africa's African National Congress and the rival Inkatha Freedom Party over the use of a stadium near Richard's Bay. ANC role, page 3

### Kenya aid ban plea

A leading member of Kenya's main opposition movement called on the country's aid donors to suspend further assistance until the government makes a firm commitment to hold free party elections. Page 3; Crisis of credibility, page 15

### California clean-up

California, which has long had the toughest clean-air regulations in the US, has adopted new standards on petrol that could result in a 30 to 40 per cent reduction in pollution-causing emissions. Page 3

### Asia's nuclear curb

Prospects of an agreement to limit the spread of nuclear weapons in South Asia brightened significantly as India changed its negotiating stance. Page 3

### Mitterrand unpopular

The popularity of French president Francois Mitterrand has slumped to a near-record low. An opinion poll in the Journal du Dimanche showed only 28 per cent back his policies. Page 3

### Italian poll challenge

Christian Democrats' traditional dominance in the big north Italian city of Brescia came under threat at the ballot box from the autonomist Lombard League in the last big political test before next year's general election. Page 2

### Floods hit Venice

Strong winds and torrential rain lashed Italy, flooding St Mark's Square in Venice and stranding ferries in Sicily. Page 3

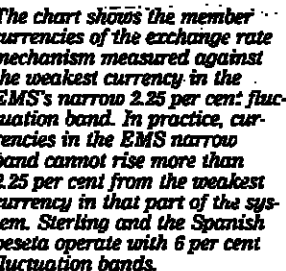
### UK gives assurance on export credit agency

The UK government is fully committed to maintaining the Export Credits Guarantee Department, Tim Sainsbury, trade minister, said. Exporters had feared that the government intended to abolish the state-owned export credit agency. Their concern had grown in recent weeks after the resignation of the department's widely-respected chief executive. Page 16

### EUROPEAN Monetary system

Staring faced its biggest challenges in the EMS as the strength of the D-Mark, peseta, and French franc left it languishing at the bottom of the grid. Intervention from the Bank of Spain narrowed the peseta's lead on the grid, giving sterling some breathing space. The D-Mark continued to benefit from speculation over tighter monetary policy before the end of the year. Currencies, Page 27

### GRID November 22, 1991



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the EMS's narrow 2.25 per cent fluctuation band. In practice, currencies in the EMS narrow band cannot rise more than 2.25 per cent from the weakest currency in that part of the system. Sterling and the Spanish peseta operate with 6 per cent fluctuation bands.

### BANKING: Istituto Bancario

San Paolo di Torino, soon to be Italy's biggest bank, has confirmed it should also be one of the best-capitalised, following plans for an initial public equity offering to raise a minimum £1.25bn (\$1.04bn). Page 19

### DAIMLER-Benz, German

industrial group, has signed a letter of intent to start licence production of Unimog trucks in Russia. Page 4

### NEWS Corporation, debt-laden

media group, has taken the next important step in the restructuring of its debts by winning a three-year extension and more favourable terms for \$3.2bn in loans from its main banks. Page 17

### BRITISH Airways might own

as much as 80 per cent of a joint holding company it is considering setting up with KLM Royal Dutch Airlines to run their merged passenger airline operations. Page 17

### PHILIPP Holzmann, big German

contractor, is collaborating with British and Austrian partners to redevelop the site of what was once one of Europe's most modern car assembly plants. Page 2

### AUTOMOTIVE industry: World

new car demand is expected to contract this year by 2.5 per cent to 34.4m from 35.5m in 1990, the largest sales reduction since the 1980/1 recession. Page 4

### FT Ordinary Share Index:

Hawker Siddeley is being replaced in the FT Ordinary Share Index by Reuters Holdings with effect from today.

## Enlargement may follow Maastricht

# EC may admit new members if union is agreed

By David Buchan in Brussels

THE European Community is likely to give immediate consideration to the admission of new members if agreement is reached on European political and monetary union at Maastricht.

President Francois Mitterrand and some other EC leaders have proposed that, if the union negotiations end successfully in the Dutch town in two weeks' time, the European Commission should be formally asked, perhaps in the summit's written conclusions, to start studying the enlargement issue, EC officials said yesterday.

Signs that this new chapter in the EC's development is opening came this weekend, when the 17 members of the EC executive held a preliminary debate on how and when to admit new member states.

Five states - Austria, Sweden, Turkey, Cyprus and Malta - have already applied and at least five more - Poland, Czechoslovakia, Hungary and, with some reservations, Fin-

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Knife out for a fair deal: Ray MacSharry interview...Page 32

land and Switzerland - have indicated their interest in doing so.

This plethora of candidacies has led to growing acceptance, in Brussels and EC capitals, that enlargement is inevitable and that, for the first time, an overall approach needs to be taken.

In discussing various options this weekend, the majority of Commissioners rejected the idea of taking all applicant countries in at the same time.

Such a "big bang" approach has had some proponents in Brussels, who say that it would force the EC into radical institutional reform, including an extension of majority voting beyond that foreseen in the Maastricht treaty.

But most Commissioners said the applicant countries' interests and problems were too diverse to be accommodated all together.

Most Commissioners prefer the approach espoused by Mr Frans Andriessen, the external affairs commissioner. He argued that the applicants should be organised into different groups, and admitted into the EC in successive waves - members of the European Free Trade Association (Efta) first, and others later.

However, there were mixed reactions to Mr Andriessen's idea for a European Political Area, which would serve as a sort of "holding pen", particularly for central European states worried about their security, in the same way that the recently-negotiated European Economic Area is to serve as a halfway house for Efta countries on their road to EC membership.

Some commissioners felt that the European Political Area was a necessary precondition for sending international peace-keeping troops into Croatia. Report, Page 16



A Serbian volunteer rests outside the Croatian town of Vukovar after its capture by the federal army. The United Nations is trying to implement a lasting ceasefire as a precondition for sending international peace-keeping troops into Croatia. Report, Page 16

## Major urged to rebuke Thatcher

By Ivo Dawnya, Political Correspondent

BRITAIN'S prime minister, Mr John Major, faces growing pressure to publicly rebuke Mrs Margaret Thatcher, his predecessor, over her outspoken demands for a referendum on any deal that might emerge from the European Community summit at Maastricht.

But with just a fortnight to go before the crucial heads of government meeting, senior ministers say Mr Major wants to hold his fire until the outcome of the negotiations on treaty changes are known.

If Mrs Thatcher's attacks on the government's rejection of the plebiscite option continue this week, however, insiders close to the Tory leadership believe the government will have no alternative but to respond.

One minister said yesterday that the question now centred on whether it would be better

there was "no doubt at all" Mrs Thatcher wanted the Tories to win the election. But he claimed that her opposition to a single currency was shared by the majority of the electorate.

That view appeared to be born out by a Mori poll, published in the Sunday Times, which showed 56 per cent backing a plebiscite on a single European currency with 32 per cent opposed.

Close supporters of Mr Major believe that so far backbench reaction to the more vocal opponents of any 56 per cent backing a plebiscite on a single European currency with 32 per cent opposed.

At the weekend, several senior Conservatives including Sir Norman Fowler, the former social security secretary, and Sir Marcus Fox, a vice-chair-

man of the party's 1992 backbenchers' committee, expressed outrage at Mrs Thatcher's remarks.

Once a fiercely loyal supporter of the former prime minister, Sir Norman said her comments in a television interview on Friday would be taken as an attack on Mr Major. "If she goes on like this she will lose us the general election," he said.

While some backbenchers consider themselves opponents of closer European union, there has been disquiet that Mrs Thatcher's remarks will split the party and hasten a Labour government.

Mr Anthony Beaumont-Dark, MP for Birmingham Selly Oak, said that while he would fight a single currency he believed the government should not be "bad loser" in the leadership battle fought out a year ago.

## Commissioner seeks EC wage guidelines

By David Goodhart and Andrew Hill

THE European Community could establish an EC-wide minimum wage after further economic convergence between member states, according to Mrs Vasso Papandreou, the European social affairs commissioner.

Mrs Papandreou told the Financial Times that in the medium term she did not foresee EC legislation in this area but did not want to rule out Brussels laying down guidelines.

However, on Wednesday her directorate will present the Commission with a non-binding "opinion" on "equitable wages" which says: "The Commission has no intention either to legislate or to produce binding instruments on remuneration." The Commission has

always ruled out legislation on wages except when these are related to equality between the sexes.

Mrs Papandreou's comments and the timing of the opinion are both sensitive in view of the British government's known hostility to all forms of minimum wage legislation and its determination to resist any extension to the scope of EC social legislation at the Maastricht summit next month.

She said she would like to see the EC establishing general "criteria" for a minimum wage "and it would then be up to the social partners (employers and unions) to decide how, and whether, it should be applied". One of Mrs Papandreou's officials said: "It is a sensitive

## UK companies attack BAE over Saudi contract talks

By David White, Defence Correspondent

BRITISH AEROSPACE is facing criticism by other UK defence companies about its handling of contract negotiations under Britain's £200bn framework arms supply deal with Saudi Arabia.

The companies accuse BAE, which acts as prime contractor for all supplies of equipment and services under the deal, of pressing its own interests ahead of its sub-contractors.

One manufacturer with an important stake in the outcome of negotiations on new arms supplies said BAE's recent problems - including the abrupt resignation of chairman Sir Roland Smith, a steep fall in profits, a poorly received rights issue and a fall in UK defence orders - would "make it extremely difficult for them to take a balanced view".

The contractors have been reluctant to make their resentment public for fear of undermining the future of the deal, set up under two government-to-government agreements

reached in 1985 and 1988. However, one manufacturer has been trying to persuade Mr Alan Thomas, the Ministry of Defence's chief of defence export services, to "referee" the dispute.

Another contractor is understood to have sought intervention two years ago by the prime minister's office.

Companies involved in the Saudi programme were recently invited to a weekend meeting organised by BAE, but at least one declined to attend.

In spite of their complaints, companies praised BAE for its achievement in putting together the so-called Al Yamamah deal, Britain's biggest export package yet.

BAE is thought to be close to the end of lengthy negotiations with the Saudis for equipment contracts under the second phase of the agreement, Al Yamamah 2. These include further supplies of its own Tornado and Hawk aircraft in addition to more than 100 sold

under Al Yamamah 1. All other equipment supplies are channelled through BAE. Principal sub-contractors awaiting contracts in the second phase include Vespene Thornycroft and Westland.

Vespene is completing three minehunters for the Saudi navy but is awaiting firm instructions to go ahead with further vessels. Westland expects to sell 88 Black Hawk helicopters, made under licence from Sikorsky of the US and worth more than £1bn.

However, it is thought the Saudis may initially purchase less than half this number.

BAE described the complaints as "a bit inevitable" because of the protracted nature of the Saudi negotiations. But it denied creaming off orders for itself.

It is believed that a large part of Al Yamamah funding has recently gone into projects for upgrading Saudi air bases through BAE's Ballast Nedam construction subsidiary.

## RAISED IN THE HIGHLANDS.

### THE FAMOUS GROUSE

### FINEST SCOTCH WHISKY

QUALITY IN AN AGE OF CHANGE.

**TODAY:**  
International Fund Management: US institutions pick up the baton, as British investors pause for breath. See separate section.

**TOMORROW:**  
Northern Ireland: The quest for internal harmony has taken some steps forward.  
Waste Management: Climate of new rules for the disposal industry.

**WEDNESDAY:**  
West Yorkshire: Nicely situated for the single market.

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Bristol: Cloudy outlook for a bright city.

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Channel Islands: Facing the challenge of new competition in Europe.

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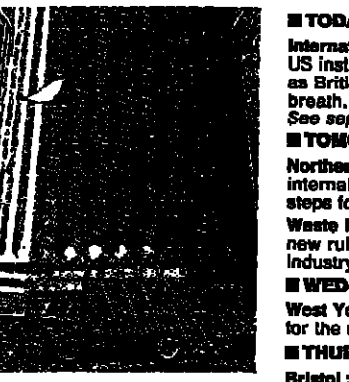
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## FT SURVEYS THIS WEEK



WASTE MANAGEMENT: The huge increase in refuse poses problems for the environment. (Tomorrow's survey).



## INTERNATIONAL NEWS

White House chief accused of arrogance

## Criticism of Sununu grows from both sides

By George Graham in Washington

MR John Sununu, the embattled White House chief of staff, faced a further barrage of criticism and a politically damaging hand count against his position yesterday.

A deepening rift within the Bush administration and its Republican supporters in Congress has turned into a battle over Mr Sununu's position, with congressmen speaking out and firmly placing themselves in the "for" or "against" camps. A number of Bush supporters are reportedly reluctant to join the president's re-election campaign if Mr Sununu is to be in charge of it.

Mr Sununu has come under fierce attack from conservative Republicans, who complain that he has held up action to stimulate the flagging economy, and from Bush loyalists, who fear that his arrogance

and political insensitivity could damage the president's chances of re-election next year.

Some senior Republican senators yesterday came to Mr Sununu's rescue, however, after a week in which he had received as many barbs from his own party as from the opposition Democrats.

"I happen to think President Bush is doing a good job and John Sununu is doing a good job," said Senator Robert Dole, Republican leader in the Senate. "I believe John Sununu has done a good job in dealing with the problems in the White House," added Senator Phil Gramm, a conservative Republican from Texas.

However, CNN reported that a group of all conservative Republican congressmen had written to Mr Bush complain-

ing about the lack of White House leadership in domestic policy, the area directly under Mr Sununu's control.

The letter called on the president to give the domestic policy portfolio to Mr Jack Kemp, the outspoken conservative secretary of housing and urban development, who has angered Mr Sununu and others in the cabinet by breaking ranks over economic policy.

"We must declare war on our domestic ills. Jack Kemp is the man to lead the war," the letter said.

The White House, meanwhile, continues to claim that its problems have less to do with policy than with public relations, and hopes to regain the initiative with a series of trips designed to demonstrate Mr Bush's concern for domestic issues.

## US efforts divert flow of Haitian boat people

By Canute James in Kingston

US EFFORTS to return Haitian boat people seeking asylum have diverted the flow of refugees to other parts of the Caribbean.

About 1,200 Haitians have turned up in Cuba and Jamaica, Haiti's closest neighbours, in the past four days, and officials in both countries say they are preparing to house many more.

The Haitians are being diverted by a cordon of 20 US coast guard and navy vessels around Florida. Boat people who are intercepted are being taken on board and their small, often unseaworthy boats are burnt. About 3,000 Haitians are being held on the boats and at the US naval base at Guantanamo Bay, Cuba.

The Cuban government says it is sheltering more than 1,000 Haitians on the east coast. These included 80 survivors of a shipwreck just off the coast last week. About 100 bodies have been recovered and 40 more are still missing, presumed dead.

In response to a US request for help in housing the refugees, Venezuela agreed to take about 200 and Honduras about 150. Belize and Jamaica said they could each accommodate 100, while Trinidad and Tobago said it was studying how many it could take.

A Jamaican official said yesterday that Jamaica, and other countries in the Caribbean, did not have the money or the facilities to take care of large numbers of Haitian refugees, but that those who arrived would be cared for.

The US says the Haitians are not political refugees, but potential illegal immigrants. A forced repatriation ordered last week by President Bush was suspended after a federal judge in Miami ruled that it was of questionable legality.

The volume of Haitian refugees increased after the military overthrow of President Jean-Bertrand Aristide at the end of September. Refugees say they are escaping an army which is murdering anyone suspected of having voted for Mr Aristide in the election last December.

## Tajiks test communist old guard

By Gillian Tett in Dushanbe, Tajikistan

THE Soviet central Asian republic of Tajikistan voted for a new president yesterday in an acid test of how far the old communist leadership can retain control in the face of an increasingly powerful Islamic and pro-democracy opposition.

The republic's first direct presidential elections have centred on two candidates: Mr Rakhman Nabiyev, a former hardline Communist party leader in the republic, and Mr Davlat Khudonazarov, a former deputy of the USSR Supreme Soviet, who represents an alliance of the main opposition parties.

Mr Nabiyev staged a communist counter-coup in the aftermath of the August putsch in Moscow. In early September, he ousted the former leader, Mr Kakhar Makhkamov, also a communist although arguably less hardline, and seized power as a pro-market nationalist.

After several weeks of protests organised by the Islamic and Democratic parties he was forced to step down to hold elections. The Communist party was suspended.

Most observers still believe he could win the election, but a republic-wide political armistice is dictated by regional loyalties more than ideological niceties, Mr Nabiyev, a northern Tajik, has the backing of the powerful north.

He is also supported by many of the republic's 7 per cent Russian population who are increasingly nervous of the rapidly spreading Islamic party. He can also count on the support of the large number of

Communist party members who remain determined to hang on to power and hope the party will be reinstated.

Mr Nabiyev's victory, though, is by no means guaranteed. Mr Khudonazarov, a film-maker from the south-eastern Pamir mountains, is supported as a compromise candidate by both the Democratic and Islamic parties which have until recently been suspicious of each other.

He enjoys popularity in many central and southern rural areas. In spite of the fact that central Tajiks have often been suspicious of Pamiris, his support from the Islamic party and official clergy have brought him favour among religious conservatives.

He is also backed by intellectuals who see in him their best chance of dragging the republic towards a market economy. Turnout was estimated at 80 per cent and results are expected today. A run-off between the top two candidates will take place in two weeks' time if no one wins more than 50 per cent of the vote.

Ms Leyla Boulton adds from Moscow: A helicopter crash has threatened to bury efforts to end economic and guerrilla warfare between the republics of Azerbaijan and Armenia.

The helicopter, carrying a peace-making mission of Azerbaijani, Russian, and Kazakh officials, crashed last week in Nagorno-Karabakh, the disputed territory which is at the root of months of fighting between Azerbaijanis and Armenians, as well as a block-

ade of Armenian energy supplies. Azerbaijan says it was shot down by Armenian guerrillas, and its parliament is expected tomorrow to consider measures including the cut-off of economic and political ties, and a law to secure a defence capability for Azerbaijan.



Protesters loyal to Lenin

Some 600 demonstrators with Soviet flags and Lenin portraits rallied in Moscow's Red Square yesterday, demanding that the revolutionary leader's body remain in the mausoleum there.

## CD's hold on Brescia under threat

By Haig Simonian in Milan

CHRISTIAN Democrats' traditional dominance in the big north Italian city of Brescia came under threat at the ballot box yesterday from the autonomist Lombard League, as voters in 22 towns went to the polls in the last big political test before next year's general election.

The league has previously won up to 20 per cent of the vote in some north Italian strongholds, and the latest poll will be an important barometer of its fortunes after recent internal rifts and accusations of autocratic behaviour against its leader, Mr Umberto Bossi. Being pipped at the post would be a severe blow to the Christian Democrats in Brescia, where the Catholic church remains influential.

With polling booths not closing until this afternoon the Brescia results will not be known until evening.

## Lisbon to offer EC convergence plan

By Patrick Blum in Lisbon

THE Portuguese government has approved an economic convergence plan to present for approval by the European Community at the next meeting of EC finance ministers on December 18.

The plan, based on an earlier National Transition Adjustment Programme for Monetary and Economic Union (Quantum), aims to hasten convergence with Portugal's richer EC partners by bringing inflation down to the EC average by 1995 while maintaining a higher-than-average rate of growth.

The aim is to ensure that Portugal can fully participate in and reap the benefits of European economic and monetary union (EMU).

The plan foresees a gradual reduction of the public sector deficit from around 5.5 per cent of gross domestic product (GDP) now, to 4 per cent next year and 3 per cent over the 1993-95 period. Inflation, which

is forecast to be about 11.5 per cent this year, is expected to fall to 7-9 per cent in 1992, then to 4-6 per cent by 1995. The current account balance will remain roughly the same over the period, with a deficit of around 1 per cent of GDP.

The budget deficit will be reduced through an expected reduction of interest rates on the public debt, and by cutting spending. A fixed ceiling for public expenditure will be set and will have to be respected by ministries.

The government says public-sector wages will be allowed to rise above the rate of inflation to let them come closer to European levels, though the additional costs will be compensated by productivity improvements in public services, with more emphasis on quality. Privatisations will also help to reduce spending, as more industries and services are transferred to the private sector.

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## Building links across borders



PHILIPP Holzmann, a big German contractor, is collaborating with British and Austrian partners to develop the site of what was once one of Europe's most modern car assembly plants.

The partnership is the latest in a series of cross-border acquisitions, stake-building and joint ventures between European construction companies anxious to find new opportunities for work and to protect themselves from cyclical downturns in domestic markets.

The catalyst has been the advent of the European Community single market, which economic, technical and physical trade barriers between member countries are to be dismantled at the end of next year.

French and German companies have been particularly active in acquiring stakes in construction companies from other EC countries. Philipp Holzmann owns outright or holds strategic stakes in Austrian, British, Dutch, French and Spanish companies.

Holdings include a 20 per cent stake in Tilbury Douglas, the UK contractor and developer, which the owns the former Chrysler car factory at Linwood, in Scotland. Tilbury, Holzmann and Glaxo, an Austrian bank, have formed a joint venture to redevelop the site.

Mr Mike Botter, Tilbury's chief executive, says the relationship with Holzmann will pave the way for collaboration on other European projects. Tilbury already has a joint venture with Holzmann and Jotat, a Spanish contractor, to build a 370,000 sq ft industrial and office development south of Madrid. Jotat is 50 per cent owned by Holzmann.

Mr Alan Cockshaw, chairman of AMEC, the British construction and engineering group, says British companies have been slower to realise the benefits of building trading relationships through taking stakes in contractors in other European countries.

AMEC recently announced the purchase of a 50 per cent stake in Kittlingberger, a German building and civil engineering group. It also holds a 20 per cent stake in Serete, France's leading independent design engineering and construction management group.

British construction companies have lagged behind continental ones in forging relationships, reports Andrew Taylor

Cross-border holdings			
FRANCE	Stake in	Country	Stake
Bouygues	Losinger	Czechoslovakia	85%
	Fercaber	Spain	70%
	Dragados	Spain	5%
SGE	Norwest Holst	UK	100%
Dumez	CFE	Belgium	34%
	McAlpine	UK	12%
	Hans Brochier	Germany	25%
	Dumez-Copisa	Spain	100%
Fougerolle	Maurice Delens	Netherlands	40%
GERMANY			
	Stake in	Country	Stake
Bilfinger	Bliss	UK	40%
Holzmann	Ed. Ast	Austria	15%
	Hillen & Roosen	Netherlands	100%
	Jotat	Spain	50%
	Nord France	France	100%
	Tilbury Douglas	UK	20%
Hochtief	Guarenti-Inseast	Italy	42%
	Hugo Durt	Austria	100%
	Ferrovial	Spain	Joint venture agreement

Source: Salomon Brothers

Mr Cockshaw says AMEC and Serete have identified 46 potential joint venture opportunities, including possible projects in Spain, Italy, Holland, and Belgium - countries where one or other of the two companies already have interests.

By forming individual joint ventures with local companies on a project-by-project basis, "This involves no long-term financial commitment but does not generate any extra business other than the job in hand."

Acquiring an existing business outright. This can be costly and difficult. Contractors rely on the local knowledge and skills of their staff. These may leave if their company is subject to a contested bid from a foreign predator.

Acquiring strategic stakes. This has been the most favoured route by German and French companies accustomed to taking cross-holdings in each other to cement trading relationships and as a defence against possible takeover bids.

The complex share structures of German and French contractors has made it hard for foreign companies to buy into these markets.

Mr Ben Uglow, European construction analyst for Salomon Bros, the US investment bank which has produced a table showing foreign shareholdings held by principal European contractors, says: "Shares of the five biggest German contractors, Holzmann, Hochtief, Bilfinger, Strabag and Dywidag, are tightly held by each other or by banks. There are also large cross-holdings in France. Dumez controls GTM Entreprenne. Générale des Eaux owns a majority of SGE and has a substantial stake in Fougerolle."

The British market by comparison is much more open. It has a great number of medium-sized contractors whose shares are publicly quoted and can be bought readily on the stock market.

The country was also one of Europe's fastest growing construction markets in the 1980s.

UK construction output increased every year between 1981 and 1990. French and German efforts to buy British construction companies have diminished since the UK industry went into recession.

The strength of the British construction market in the

mid-1980s may have distracted UK companies, making large profits in domestic house-building and commercial property development, from pursuing investment opportunities in continental Europe.

In France and Germany companies are valued for their size and market share. They are under less pressure to boost earnings than British contractors, which have to consider the impact on their share price of any acquisition which could dilute profits in the short term.

Mr Cockshaw of AMEC says: "It makes it difficult for British companies to justify purchases where these appear to dilute rather than enhance earnings. Continental companies because of their ownership structure can afford to take a more long-term view."

Attitudes however are changing. British contractors such as AMEC and John Brown, the engineering arm of Trafalgar House construction group, have been in the vanguard of those making continental European acquisitions, but other big British groups say they are poised to follow suit.

Meanwhile, attention is shifting eastwards. Companies which have traditional links with eastern Europe, particularly in the former east Germany, are likely to be the most attractive candidates for acquisitions and stake-building.

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## INTERNATIONAL NEWS

# ANC may join interim government next year

By Patti Waldmeir in Johannesburg

THE South African government hopes to bring the African National Congress (ANC) and other parties into a transitional government by the middle of next year, providing an administration to rule the country until a post-apartheid constitution is adopted.

This could involve a referendum of voters sometime in the first half of the year, possibly with white votes counted separately. The ruling National Party has said repeatedly it would submit major constitutional changes - if such are required - to white voters for their approval.

The setting up of a transitional or "interim" government is likely to be discussed when all-party talks begin next month on a new constitution.

The ANC is understood to believe that remaining obstacles to the talks, due to be held

on December 20 and 21, can be overcome to avoid a further postponement. Negotiations were originally due to have begun this week.

Later this week, 22 South African parties will meet to make final preparations for the meeting, aiming to solve disagreements over who should convene the conference. The mainly Zulu Inkatha Freedom Party is objecting to the inclusion of churchmen in the convening committee, arguing that the churches are pro-ANC. Disagreements remain to be solved over who should chair the talks, and over how decisions should be taken.

The ANC hopes the December meeting will agree on broad principles for a new constitution, to be published at the conclusion of the meeting. This would pave the way for working groups to be set up to

debate details.

National Party officials believe constitutional talks could take up to three years - until the end of the present government's mandate, which expires at the latest in early 1995.

The proposed transitional government would remain in place during this period. The transition to a fully representative new government might not be complete for a decade, National Party officials believe.

Details of how power would be shared within an interim government remain vague and will be the subject of tough negotiations. The government will insist the ANC agree to share not only power but responsibility in the new administration, while the ANC is concerned at taking political responsibility for the activities of the security services.

## UK acts on food exports to Iraq

By Mark Nicholson

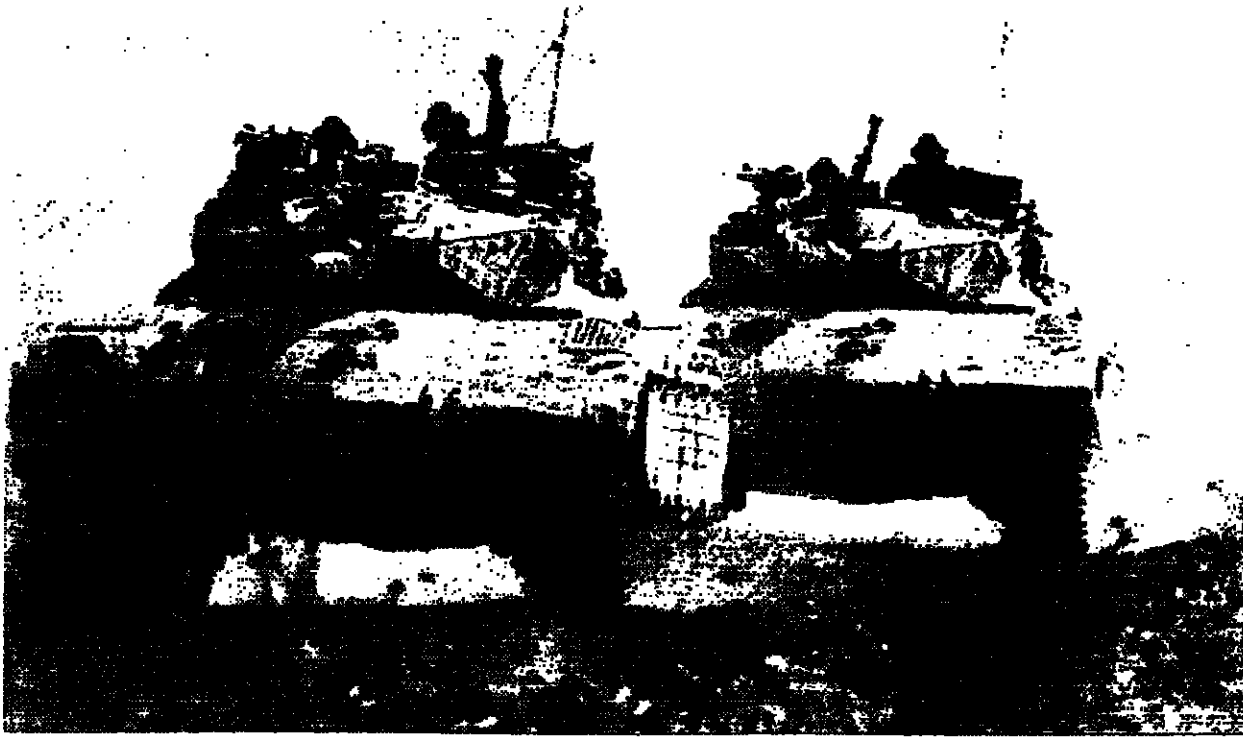
BRITAIN is likely to contact Baghdad next week to begin the process of exporting £70m worth of food and medicines to Iraq, following the return to Britain of Mr Ian Richter, freed on Saturday after almost six years in an Iraqi jail.

Mr Richter arrived in London yesterday on the jet of Prince Sadruddin Aga Khan, the UN special envoy for post-Gulf war relief operations. "It's great to be out," he said.

London had earlier told Iraq it would consider freeing some of the \$1.1bn (\$821.4m) in frozen Iraqi assets held by banks in Britain if Mr Richter and Mr Douglas Brand were freed. Mr Brand, an engineer imprisoned in Iraq on spying charges, was released in June. The British Foreign Office said yesterday there was "no question of a deal" in securing Mr Richter's release. UN officials said King Hussein of Jordan had helped win the release.

The unfreezing of Iraqi assets frozen after it invaded Kuwait in August last year, which total some \$4bn worldwide, is permitted under the UN's ceasefire resolution, but only to allow Iraq to import food, medical and related humanitarian supplies. Britain will be the first nation to unfreeze assets for this purpose.

Since April 1, Baghdad has requested and been granted £70m worth of export licences from Britain for such goods, which the Department of Trade and Industry said broke down into £40m worth of food, £20m for medicines and £10m for "other goods essential for human needs".



Subject to negotiation: Israeli-made Markava tanks roll over the Golan Heights yesterday during a training exercise

## Israel angered at 'snub' by US

By Hugh Carnegie in Jerusalem

ISRAELI ministers yesterday angrily accused the US of forcing the government's hand on the next round of Middle East peace negotiations and of snubbing Prime Minister Yitzhak Shamir during talks in Washington last Friday.

Mr Shamir, who returned home last night, signalled that Israel would accept Washington's invitation to resume bilateral talks with Syria, Lebanon, Jordan and the Palestinians in the US capital on December 4, saying Israel remained committed to the peace process.

But he said he would consult with his ministers before giving a formal response. He said he had asked President George Bush to reconsider the question of the location of future

talks and he hoped for a satisfactory answer within a few days.

While apparently resigned to resuming talks in Washington, Israel still wants them moved

to the next round last Friday. Israel was particularly annoyed, since Mr Shamir was in Washington at the time, under the impression that the issue was still open.

Mr Ronni Milo, the police minister, said the US had issued Israel with an "insolent ultimatum". "This attitude towards Israel won't help the peace process but will only harm it. This is what is called in language the Americans know well, counter-productive."

Mr Shamir said he had made clear to Mr Bush and Mr Baker his dissatisfaction with the way they had handled the location issue.

"It is becoming clear that the tendency on the Arab side is, regrettably, not to conduct

negotiations with us but rather to talk to the American administration and through it to impose their unacceptable positions on us," Mr Shamir said.

The Israeli side was also angered by a warning to Mr Shamir not to raise with Mr Bush the issue of \$10bn-worth (\$5.8bn) of US loan guarantees which Israel wants to help it finance Soviet Jewish immigration.

Meanwhile, Jordan promptly gave its formal acceptance to the Washington talks. Yesterday, Mr Bassam Abu Sharif, advisor to Mr Yasser Arafat, the Chairman of the Palestine Liberation Organisation, said the Palestinians would also attend so long as their advisors, including PLO members, were granted visas.

Conference on financing opens in Paris today

## Opposition urges donors to suspend aid to Kenya

By Michael Holman and Julian O'zanne in Nairobi

A LEADING member of Kenya's main opposition movement yesterday called on the country's aid donors to suspend further assistance until the government makes a firm commitment to hold multi-party elections early next year.

Speaking on the eve of a World Bank-financed conference on aid to Kenya, which opens in Paris today, Mr Paul Muite said any new money would be "mismanaged and stolen" by an "incompetent and corrupt regime".

Mr Muite is a prominent Nairobi lawyer who was among the most ardent supporters of the Forum for the Restoration of Democracy (FORD), an informal opposition coalition, arrested last weekend when they tried to defy a government ban on a FORD rally.

The Kenyan government, under pressure at home and abroad, is expected to face demands for rapid political change, an end to corruption, and faster economic reform.

Mrs Lynda Chalker, Britain's

overseas development minister, has warned that "donors are going to be tough, and that includes Britain". Although she stopped short of openly threatening a cut-off in aid, she went on to say that Britain expected Kenya to hold multi-party elections next year.

Kenya's failure adequately to respond to donors' concerns already thought to have cost it well over \$100m (\$66.4m) during the past year, made up of aid cuts and delayed dispersal of loans and project finance.

Kenya is a long-standing ally of the west with military agreements with Washington and London. It is one of the leading aid recipients in sub-Saharan Africa, and has around £1bn of British investment.

Officials in the Kenyan delegation to Paris say that they are not treating the meeting as a pledging session, but rather an opportunity to seek broad support for Kenya's economic investment programme.

But they will be wanting to sound out prospects for closing a financing gap between exist-

ing resources and anticipated needs of around SDR270m (£210m) for the coming 18 months.

The delegation, led by Kenya's vice-president and finance minister, Professor George Saitoti, is expected to point out that President Daniel arap Moi has already raised the possibility of multi-party elections in two to three years. Last week the president sacked Mr Nicholas Biwott, the minister allegedly at the heart of a corruption scandal.

As well as claiming successful economic policy changes, such as reform of the financial sector, maintaining a realistic exchange rate, trade liberalisation, and ending most price controls, Mr Saitoti will defend government failure to meet budget deficit targets.

The deficit as a percentage of GDP was due to fall to 2 per cent in 1991-2 from 6 per cent in 1990-1. Estimates of the expected outcome range from 3 to at least 4 per cent.

Kenya's credibility crisis, Page 15

## NEWS IN BRIEF

## California adopts tight petrol standards

CALIFORNIA, which has long had the toughest clean-air regulations in the US, has adopted new standards on petrol that could result in a 30-40 per cent reduction in the emissions that cause air pollution, writes Alan Friedman in Los Angeles. The new rules, approved at the weekend by the California Air Resources Board, are expected to be copied eventually by many other states. Several eastern states have already said they will adopt California's new car emission standards, which could add 15 to 20 cents to the price of a gallon of petrol, now around \$1.25. The rules, which were opposed by a number of oil companies, are to take effect in 1996. Smaller refineries will be allowed until 1998 to phase in the cleaner petrol.

## Leak at US nuclear plant

A nuclear power plant in South Carolina declared an alert at the weekend after radioactive water leaked inside a reactor containment building, AP reports from South Carolina. The leaking reactor at Duke Power's Oconee nuclear plant has been shut down, and inspectors from the Nuclear Regulatory Commission are checking the leak, the NRC said. It said there was no evidence any radioactive material has spread to the outside environment, and no immediate threat was reported.

## Guyana poll postponed

President Desmond Hoyte of Guyana has indefinitely postponed general elections which he had called for mid-December, after the elections commission said it could not prepare an acceptable voters' list in time, writes Canute James in Kingston.

Opposition parties and foreign observers, including former US President Jimmy Carter, had earlier called for a postponement of the election after the government agreed with critics that the list was incorrect.

Opposition parties have welcomed the delay in the vote. Mr Hoyte has not set a new date, saying he will have to consult with his attorney general. The parliament, which was dissolved to make way for the election, will have to be recalled. Under Guyana's constitution, Mr Hoyte will have to declare a state of emergency to reconvene the assembly.

## Taiwan economy grows

Taiwan's economy grew at an estimated annual rate of 8.41 per cent in the third quarter, compared to 8.23 and 7.11 per cent in the first two quarters, writes Peter Wickenden in Taipei. The Directorate of Statistics revised its forecast for this year's GNP growth from 7 per cent to 7.21 per cent.

Indirect trade with China in the first nine months totalled \$4.03bn (£2.76m), up by 44 per cent from the same period of last year, the government said, quoting Hong Kong customs figures. (Direct trade across the Taiwan straits is banned.)

The Chinese mainland now accounts for around a third of Taiwan's total visible trade surplus, which is expected to reach US\$3.8bn this year, compared to US\$7.85bn last year.

Weaker Japanese and US economic performance since October will drag Taiwan's fourth quarter growth down to 7.07 per cent.

## Chinese drop charges

Criminal charges against the man sometimes known as "China's Lech Walesa", Han Dongfang, have been dropped, US human rights lobbyist John Kamm, said in Beijing after meeting Chinese leaders, Yvonne Preston reports from Beijing.

Mr Kamm, former president of the American Chamber of Commerce in Hong Kong, said he was also confident several political prisoners would soon be released, among them Wang Dan, who topped China's most wanted list after the crushing of the student demonstrations of 1989.

Mr Kamm has been in China since Wednesday, arriving in the wake of US secretary of state James Baker, who made strong human rights representations during his three days of tough and protracted talks in Beijing. Mr Han's case is said to have been among those raised by Mr Baker.

## India shifts stance on N-weapons conference

By David Housego in New Delhi

PROSPECTS of an agreement to limit the spread of nuclear weapons in South Asia brightened over the weekend as India changed its negotiating stance on the issue.

For the first time New Delhi said India was ready to consider proposals for convening a five-nation conference - to include India, Pakistan, the US, the Soviet Union and China - on establishing a nuclear-free zone in South Asia. India, Pakistan, China and North Korea are the only countries in Asia which have or are developing nuclear weapons.

Until now India has said a nuclear-free zone in South Asia would put it at a disadvantage against China - its biggest rival, with which it went to war in 1962. India has also opposed the idea because Pakistan is seen to have been the author of it.

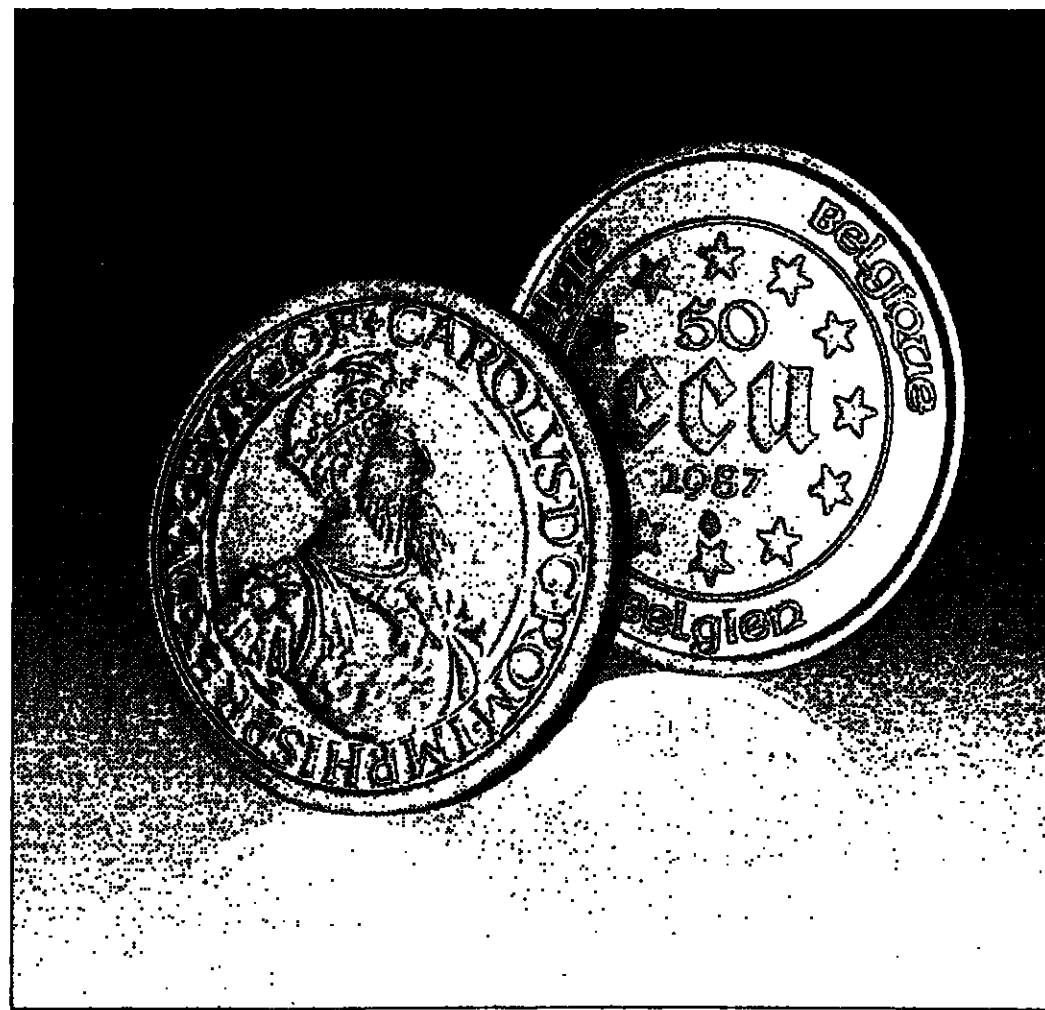
The shift in the Indian position came after a visit last week by Mr Reginald Bartholomew, US under-secretary of state, to New Delhi and Islamabad. Western diplomats said his talks in Delhi marked a "qualitative change in the nature of the dialogue" between the US and India on the nuclear issue.

During the talks the US shifted its emphasis from pressing India and Pakistan to sign the Nuclear Non-Proliferation Treaty. The US is concentrating instead on getting both sides to halt the further development of nuclear technology and ballistic missile systems. The US has already suspended aid to Pakistan in an effort to force Islamabad to roll back its nuclear programme.

A big factor behind the shift in the Indian position is that it recently lost the support of the Soviet Union on the issue. During a recent UN debate Moscow unexpectedly switched sides to support a Pakistan proposal for a nuclear-free zone. But to encourage India further, Mr Bartholomew also held out the promise of increased US pressure to halt Pakistani help to separatist rebels in the state of Kashmir.

Indian and Pakistani delegations are to visit Washington soon for talks on nuclear non-proliferation.

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## INTERNATIONAL NEWS

## GATT impasse 'needs top-level solution'

THE DEADLOCK between the European Community and the US over farm reform can only be resolved "at the highest level", Community officials said yesterday, after EC commissioners met in Brussels over the weekend. William Dullforce reports from Geneva.

In Washington today, the US Agriculture Department and the US Trade Representative's Office are due to meet, to make their joint appraisal of the situation, which threatens to make the Uruguay Round trade talks collapse.

President Bush and EC Com-

mission President Jacques Delors are expected to decide what to do by phone either later today or tomorrow. Mr. Delors, the Dutch prime minister and current EC president, will join Mr. Delors in Brussels today. Mr. John Major, UK prime minister, has already urged Mr. Delors to find a formula for continuing the bilateral farm talks.

One idea mooted is to put fresh negotiators in charge. The "agricultural bureaucracies" on both sides had been too rigid in their approaches, a trade diplomat said yesterday.

It was essential to restore the basis for negotiation created by Mr. Bush, Mr. Delors and Mr. Lubbers at the EC-US summit meeting in the Hague on November 9.

Then, the three presidents pledged themselves to closing the remaining EC-US gap, and told their negotiators to continue narrowing their differences in Geneva. But after only one day's discussions, Mr. Guy Legras, the EC's chief farm negotiator, returned to Brussels. EC and US officials acknowledged that not one of several important outstanding

issues had been resolved. With the year-end deadline for achieving results in the five-year trade talks rapidly nearing, Mr. Arthur Dunkel, GATT director-general, has promised that texts of agreements would be available in all areas, including agriculture, by the end of this week. He tabled his own working paper on agriculture on Thursday. The scene was being set for final trade-offs, Mr. David Woods, GATT spokesman, said. "We expect to see relatively quickly whether they can be made or not."

## Germans lead in machinery sales

By Christopher Parkes in Bonn

GERMAN capital investment will stagnate in 1992, the Ifo economic institute in Munich reported yesterday. But keeping the high levels recorded this year, it will help the country maintain its pole position in world plant and machinery markets.

A study from the Ifo institute in Cologne shows every fifth German sold last year came from west Germany, boosting turnover for the sector's 5,000-plus companies to DM215bn (£74.3bn).

But flagging demand abroad and the pause in the domestic boom following unification a year ago has cut orders. Overseas orders for plant and machinery, Ifo said yesterday, fell 11 per cent in September, while internal demand rose just 1 per cent.

Even so, 31 per cent of companies surveyed by Ifo say they plan to increase capital spending next year, with the greatest rise, 41 per cent, among food and drink makers. Only 29 per cent of capital goods manufacturers plan to spend more, although 41 per cent expect no change.

German companies invested DM102bn during 1991, almost 10 per cent more than in 1990, and 6 per cent up in real terms.

1992, Ifo forecasts a nominal rise of just 3 per cent. With inflation expected to average around 4 per cent, this suggests a slight real fall. For the long term, the engineering industry reckons on average annual growth of 3.4 per cent.

This will depend largely on the recovery rate in export markets, which account typically for 55 per cent of the mechanical engineering industry's sales. Biggest outlet is Russia, providing 11 per cent of turnover, followed by the US (8.6 per cent), UK (7.7 per cent), and Italy (7 per cent).

The Ifo points out that Germany is under-represented in the growing south-east Asian market, with only a 9 per cent share of total sales of plant and machinery.

Trade is hampered by laws forbidding export of any goods which might be used for military purposes to 54 countries, including "friendly" South Korea and Singapore.

But the mechanical engineers are still being squeezed by the transformation to a market economy. Sector turnover in the first half of this year fell to DM66bn, from DM166bn in the second half of 1990. The mechanical sector dropped from 550,000 to 370,000.

West German producer price increases slowed in September, the federal statistics office says. A month-on-month rise of 0.1 per cent left them only 2.3 per cent above last year's levels.

## World new car demand expected to shrink 2.9%

By Kevin Done, Motor Industry Correspondent

WORLD new car demand is expected to contract this year by 2.9 per cent to 34.4m from 35.5m in 1990, the largest sales reduction since the 1980-1 recession.

But according to the latest DRI World Automotive Forecast Report, a worldwide new car demand will regain the lost ground next year, to reach 35.5m. Worldwide new car sales are forecast to resume a pattern of steady growth through the first half of the 1990s to reach 40.3m in 1996.

The DRI report says that the current slowdown in activity in the OECD industrialised countries has turned out to be sharper and more widespread than originally feared in the final months of 1990. The US has suffered a slump with a 20 per cent fall in new car sales in 1991, while the US car market has declined for the third consecutive year to 8.5m, or 9 per cent below 1990.

Only the German economy has provided badly needed support for the western European car market, which is still forecast to grow 1.7 per cent this year to a record 13.5m. Excluding Germany, the western European new car market is set to fall 8.7 per cent this year with only four of 16 markets, Germany, Greece, Portugal and Austria showing growth.

The western European market is forecast to fall by 2.4 per cent to 13.15m in 1992, largely reflecting an expected 19 per cent drop in German new car demand to 3.2m. Excluding Germany, the demand outlook is more favourable, with west-

WORLD CAR SALES FORECAST ('000's)					
	1990	1991	1992	1993	1996
WORLD TOTAL	35,480	34,440	35,480	36,348	40,323
Germany**	3,040	4,132	3,344	3,604	3,463
Italy	2,348	2,313	2,327	2,366	2,440
France	2,309	2,069	2,180	2,366	2,408
UK	2,008	1,602	1,787	1,954	2,288
Spain	982	887	986	1,186	1,304
EC total	12,210	12,532	12,774	13,321	14,919
Western Europe total	13,249	13,470	13,150	14,430	15,206
US	9,285	8,468	9,289	9,903	10,122
Japan	6,102	4,888	5,025	5,270	5,447
South Korea	804	685	753	872	868

WORLD CAR PRODUCTION FORECAST ('000's)					
	1990	1991	1992	1993	1996
WORLD TOTAL	35,867	34,382	35,689	36,517	40,528
Germany**	4,871	4,808	4,856	4,922	5,129
Italy	3,294	3,106	3,041	3,363	3,471
France	1,874	1,653	1,648	1,791	1,999
Spain	1,679	1,701	1,634	1,767	1,781
UK	1,235	1,250	1,426	1,777	1,973
EC total	13,248	12,888	12,762	14,177	14,919
Western Europe total	13,249	13,125	12,824	14,524	15,268
US	9,286	8,518	9,506	9,715	9,894
Japan	6,947	6,800	6,899	7,036	7,037
South Korea	943	1,083	1,230	1,477	1,568

\*\*1990 actual, 1991-1996 forecasts. \*From 1991 Germany total includes former East Germany. Source: DRI World Automotive Forecast Report.

ern European sales elsewhere growing by 5 per cent to 9.8m next year from 9.3m in 1991.

The Japanese new car market which grew by 38 per cent in 1989-90 is expected to contract by more than 4 per cent this year to 4.9m. But the decline will be short-lived, with sales forecast to rise above 5m again in 1992. The US market is finally expected to stage a recovery next year with growth of around 10 per cent, bringing much-needed relief to the beleaguered Big Three US

car makers, General Motors, Ford and Chrysler, which have suffered heavy losses this year.

DRI forecasts that the European Community new car market will grow from 11.2m units in 1990 to 11.4m in 1996, with Japanese car makers capturing around 20 per cent of the expected 1.3m units growth.

World Automotive Forecast Report, DRI Europe, Wimborne Bridge House, 1 Hatfield Road, London, SW19 3RU. £2,400.

## Dunkel sets out plan for farm deal

By William Dullforce in Geneva

THE BUILDING blocks on which an international deal to reduce farm subsidies could be established were set out in a paper put forward last week by Mr Arthur Dunkel, GATT director-general.

Mr Dunkel left out the crucial figures on the size of reductions, which still have to be negotiated.

Governments would be expected to cut assistance to agriculture in the three areas of market access, domestic support and export competition.

On market access, Mr Dunkel calls for full tariffication. All import barriers, including the EC's variable levies and bilateral export restraints, would be converted into customs duties and then progressively reduced.

Implicitly, Mr Dunkel is telling the Japanese they must drop their refusal to tariff rice imports. The proposals also present problems for the maintenance of Canada's supply management programmes, while countries with highly-protected farmers, such as the Nordic nations and Switzerland, will have to make radical adjustments to their present systems.

Japan would initially be able to impose a very high tariff on



Dunkel: message for Japan

rice imports, but would have to comply with a minimum access requirement in the form of a quota allowed in at a reduced tariff rate.

Whatever the level of the customs duty resulting from tariffication, countries would at least have to maintain exporters' current access to their markets. Left open are the annual rates at which tariffs should be cut and the minimum access requirements expanded.

In domestic supports, the crucial issue is the scope of the "green box" covering the assistance to farmers that would be



exempted from reductions. Mr Dunkel recognises that, if the box is opened too widely, trade-distorting domestic supports could be perpetuated to an extent that would undercut the value of reductions in the other two areas.

Basic criteria are that the support exempted should come from a publicly-funded government programme, should not involve transfers from consumers, and not have the effect of providing price support to producers.

The green box could hold government aid for research, pest and disease control, training, extension and advisory services, marketing and promo-

tion and infrastructural assistance provided it is only for capital works.

Under certain conditions, direct payments to producers, income support decoupled from production and governmental participation in income insurance and safety-net programmes would be exempted.

Structural adjustment assistance would be allowed. Payments for taking land out of production would be exempted on condition no marketable produce be sown for a minimum of 10 years. Eligibility criteria are split out for payments to producers, processors and regional assistance programmes.

Mr Dunkel does not take sides in the EC-US argument over whether export subsidies should be cut according to the number of tonnes of product, or he outlines a method for each. He lists six types of subsidy that would be subject to reductions and sets out the products to be covered.

They include wheat, wheat flour, coarse grains, rice, oilseeds and sugar. Beef, pigmeat, sheepmeat, poultry and eggs are in the list, as well as dairy products.

Subsidies on exports of wine, fruit and vegetables would also be cut.

## Poorer nations defiant on trade

DEVELOPING countries this weekend sent a defiant message to the US, EC and other industrial trade negotiators, but splits in third world ranks reduced it to a hollow threat, Reuter reports from Tehran.

The third world was seeking to draw up a common stand against the industrial nations' full-scale assault on the UN Conference on Trade and Development. The Group of 77, including some of the poorest nations, warned the rich world not to try to strike a deal on the Uruguay Round behind the back of developing countries.

The conference avoided a split by adding a rider to its declaration on the round saying this "should not be seen as inhibiting [GATT] negotiations". Developing nations should be compensated if trade liberalisation worsened their plight.

## Land prices fall fast in parts of Japan

By Stefan Wagstyl in Tokyo

LAND prices are falling fast in some parts of Japan, according to a report from the Japan Real Estate Research Institute.

The national average price of residential land fell by 0.3 per cent in the six months to the end of September, the first decline since the oil shock

## Daimler to make trucks in Russia

DAIMLER-BENZ, the German industrial group, has signed a letter of intent to start licence production of Unimog trucks in Russia, it said yesterday.

Reuter reports from Stuttgart. Mr Edzard Reuter, management board chairman, said after meeting Russian President Boris Yeltsin that the first deliveries of Unimog, a universal utility truck for use in agriculture, were scheduled as early as 1992. They had also talked about possible co-operation in railway and aerospace technology. The pilot plant should make 10,000-12,000 Unimog trucks a year, with annual output approaching 100,000.

Mercedes is in talks on a project to produce ambulances.

## Iran speeds Bandar Abbas aluminium smelter project

By Kenneth Gooding, Mining Correspondent, in Dubai

IRAN yesterday speeded up its \$1.5bn (£840m) aluminium smelter project at Bandar Abbas near the Straits of Hormuz, despite fears of over-capacity in the mid-1990s unless big smelter projects are postponed.

The country is also to push ahead with a plant to recycle alumina, the raw material for aluminium, also at a cost of \$1.5bn. Mr Ali Kolkadouz, Iran's deputy minister for mines and metals, said the alumina project would be developed with the help of the Hungarian Aluminium Company (Hungalu) to produce 2m

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LAND prices are falling fast in some parts of Japan, according to a report from the Japan Real Estate Research Institute.

The national average price of residential land fell by 0.3 per cent in the six months to the end of September, the first decline since the oil shock

affected by speculative buying, rose by 0.2 per cent, so the national average for all land edged up 0.1 per cent, said the institute.

The institute's figures are a widely-watched indicator, as they are published earlier than government data.

## INTERNATIONAL ECONOMIC INDICATORS: MONEY AND FINANCE

This table shows growth rates for the most widely followed measures of narrow and broad money, a representative short- and long-term interest rate series and an average equity market yield. All figures are percentages.																																
	UNITED STATES					JAPAN					GERMANY					FRANCE					ITALY					UNITED KINGDOM						
	Narrow Money (M1)	Broad Money (M2)	Short-term Interest Rate	Long-term Interest Rate	Equity Market Yield	Narrow Money (M1)	Broad Money (M2 + CDs)	Short-term Interest Rate	Long-term Interest Rate	Equity Market Yield	Narrow Money (M1)	Broad Money (M2)	Short-term Interest Rate	Long-term Interest Rate	Equity Market Yield	Narrow Money (M1)	Broad Money (M2)	Short-term Interest Rate	Long-term Interest Rate	Equity Market Yield	Narrow Money (M1)	Broad Money (M2)	Short-term Interest Rate	Long-term Interest Rate	Equity Market Yield	Narrow Money (M1)	Broad Money (M2)	Short-term Interest Rate	Long-term Interest Rate	Equity Market Yield		
1984	7.0	7.9	10.22	12.43	n.a.	2.8	7.8	6.48	6.80	n.a.	3.3	3.8	5.99	7.96	n.a.	8.7	10.9	11.77	13.33	n.a.	12.5	12.4	16.11	15.80	n.a.	5.5	12.9	10.03	11.33	n.a.	1984	
1985	9.2	9.1	8.00	10.62	n.a.	5.0	8.4	6.62	6.34	7.3	4.4	5.1	5.45	7.09	n.a.	6.2	7.4	10.03	11.74	n.a.	13.7	14.0	14.34	13.71	n.a.	4.7	13.2	12.22	11.03	n.a.	1985	
1986	10.2	7.3	6.59	7.58	8.5	6.9	8.7	5.12	4.94	3.84	9.9	8.3	4.63	6.19	1.79	5.8	6.7	7.79	8.74	2.85	10.4	9.0	13.25	12.47	1.41	4.0	15.5	11.02	9.97	4.35	1986	
1987	11.6	6.6	6.88	8.38	3.12	10.0	10.4	4.15	4.21	3.55	9.7	7.3	4.03	3.38	2.21	4.1	10.1	8.26	9.59	2.75	10.5	11.0	11.32	10.58	1.94	4.7	14.6	10.77	9.52	3.60	1987	
1988	4.2	5.4	7.65	8.84	3.61	8.4	11.2	4.42	4.27	5.4	9.8	6.4	4.33	6.58	2.61	3.8	6.5	7.94	9.02	3.69	7.5	8.1	11.24	10.54	2.71	6.8	17.0	10.41	9.89	4.48	1988	
1989	0.9	3.8	8.99	8.49	3.43	4.1	9.9	5.31	5.11	0.48	6.3	5.7	7.12	7.02	2.22	8.1	9.5	9.39	8.79	2.88	8.1	10.1	12.41	11.61	2.46	5.9	17.8	13.86	10.30	4.35	1989	
1990	3.7	5.2	8.06	8.55	3.60	2.6	11.7	7.62	7.27	0.65	4.5	4.5	8.48	8.63	2.11	9.9	9.2	10.32	9.87	3.18	9.0	9.8	11.98	11.67	2.84	5.4	16.2	14.02	11.85	5.07	1990	
4th qtr.1990	4.2	5.8	7.89	8.31	3.86	5.0	10.0	8.19	7.16	0.60	5.3	5.4	8.90	8.92	2.51	3.9	9.2	10.11	10.07	3.77	8.5	10.0	11.80	11.74	3.55	3.3	13.6	13.89	10.95	5.56	4th qtr.1990	
1st qtr.1991	4.4	6.1	8.69	8.74	3.48	2.4	8.0	7.98	6.94	2.75	6.2	5.5	9.17	8.93	2.51	0.5	7.8	9.85	9.30	3.64	7.6	8.1	12.37	11.86	3.69	2.9	10.6	13.80	10.30	5.22	1st qtr.1991	
2nd qtr.1991	5.2	6.4	8.03	8.12	3.18	3.3	7.7	7.70	6.71	3.1	5.0	5.9	9.11	8.29	2.25	-0.4	6.3	9.43	8.95	3.46	7.7	9.5	11.81	12.87	3.21	1.7	8.1	11.64	10.33	4.91	2nd qtr.1991	
3rd qtr.1991	6.0	6.5	7.79	7.95	3.10	6.6	2.8	7.11	6.41	0.78	5.2	5.6	8.24	8.43	2.31	-2.3	5.7	9.54	9.04	3.60	7.8	11.1	11.60	12.86	3.31	1.9	7.1	10.82	9.98	4.60	3rd qtr.1991	
November 1990	4.4	3.8	7.90	8.39	3.68	4.4	9.9	8.22	7.35	0.82	6.0	5.6	8.88	8.68	2.54	0.5	7.7	10.00	10.16	3.78	8.7	10.2	11.83	11.69	3.67	3.2	14.3	13.70	11.25	5.81	1990 November	
December	4.0	3.3	7.50	8.05	3.74	6.2	8.5	8.17	6.79	0.80	7.0	5.3	9.21	8.99	2.50	3.9	9.2	10.29	9.89	3.79	7.9	9.8	12.59	11.96	3.85	2.7	12.3	13.67	10.77	5.44	December	
January 1991	3.9	3.0	7.11	8.07	3.79	5.1	7.4	8.07	6.99	0.80	6.6	5.2	9.35	8.74	2.97	-0.4	7.5	10.28	9.75	3.93	6.6	8.4	12.48	12.04	3.95	3.4	11.2	14.02	10.93	5.80	1991 January	
February	4.4	3.1	6.90	7.84	3.67	1.0	5.5	7.89	6.29	0.74	5.6	5.4	9.08	8.25	2.45	1.5	8.0	9.70	9.11	3.82	7.5					2.9	10.6	13.80	10.30	5.22	February	
March	4.3	2.1	6.40	8.10	3.25	1.2	5.1	7.91	6.63	0.73	6.6	5.7	9.09	8.29	2.38	0.5	7.8	9.43	9.04	3.36	6.6	8.7	12.17	11.84	3.43	2.6	9.1	12.49	10.95	5.45	March	
April	4.3	3.2	6.68	8.03	3.17	0.3	3.8	7.75	6.69	0.72	4.5	5.5	9.18	8.20	2.30	2.3	7.7	9.34	8.86	3.46	6.6	8.5	11.74	13.07	3.38	1.6	9.8	12.02	10.17	5.74	April	
May	5.5	3.5	5.92	8.07	3.20	3.2	3.8	7.72	6.84	0.71	5.3	5.7	9.08	8.30	2.25	1.1	7.1	9.24	8.86	3.48	8.0	9.7	11.39	12.82	3.34	1.6	9.6	11.90	10.22	4.85	May	
June	6.8	3.0	6.10	9.27	3.17	6.5	3.7	7.63	8.30	0.72	4.4	5.6	9.06	8.35	2.13	-0.2	6.3	9.72	9.11	3.53	8.4	10.3	11.40	12.72	3.02	2.2	7.9	11.30	10.53	4.95	June	
July	9.0	2.9	6.05	8.28	3.14	6.1	3.4	7.45	8.73	0.75	5.8	5.8	9.15	8.57	2.29	-1.2	6.1	9.59	9.15	3.69	7.4	10.6	11.54	12.50	3.24	2.0	7.7	11.34	10.29	4.75	July	
August	6.1	2.5	6.72	7.91	3.07	7.2	2.7	7.21	6.29	0.77	4.9	5.8	9.31	8.41	2.32	-2.3	6.7	9.59	9.09	3.82	7.9	11.4	11.69	13.04	3.31	1.8	7.2	10.94	10.01	4.76	August	
September	5.9	2.1	5.98	7.96	3.08	6.4	2.2	6.84	6.59	0.76	5.1	5.7	9.27	8.30	2.31	-2.3	5.7	9.43	8.88	3.47	8.4	11.3	11.56	12.05	3.39	2.2	6.4	10.37	9.86	4.71	September	
October	7.1	2.3	5.94	7.51	3.08	7.1	2.1	6.30	5.90	0.73			9.38	8.22	2.41			9.32	8.78	3.50			10.40	12.43	3.51	2.6	6.3	10.45	9.73	4.63	October	
Monthly growth rates show the percentage change over the period in the previous year, and are positive unless otherwise stated. All growth rates refer to the seasonally adjusted series except for Japan and Italy. German monetary statistics now form a continuous pan-German series. Monetary data supplied by the Bundesbank and MESA. Central bank sources. Central																																



## UK NEWS

Opposition says Major has lost direction on EC integration

## Labour attacks Tories over European policy

By Ivo Dawdney, Political Correspondent

BRITAIN'S opposition Labour party is set to target Mr John Major's first year in office as prime minister this week by claiming that the key change from the leadership of Mrs Margaret Thatcher is that the government has lost its sense of direction.

A senior party official indicated that, despite the public rift between Mrs Thatcher and the Major administration over a referendum on Europe, the change-over has represented "no change of substance."

In an attempt to regain the headlines after a week dominated by internal Tory debate on Europe, Mr Neil Kinnock, the leader, will use what has been described as a "state of the nation" press conference to be held with leading Labour Euro-MPs to repeat the party's positive outlook towards the Community.

By contrast, the Tories will be characterised as hostile to the EC policy outlined in Mrs Thatcher's Bruges speech of 1988 when she vigorously opposed Brussels' attempts to develop a social policy for the Community.

The attack will be followed on Wednesday by approval at the National Executive Com-



Kaufman: cautions stand

mittee of a new policy document on political union within the EC, which includes backing for some powers for the European Parliament to initiate legislation.

But there were some signs yesterday that senior figures are expressing caution in their public statements on Europe, following a new opinion poll at the weekend indicating doubts among the public at the speed of progress towards a more closely integrated Community.

A Mori poll in the Sunday

Times showed 56 per cent of respondents favoured a referendum on a single European currency against 32 per cent opposed.

In an interview on BBC Television, Mr Gerald Kaufman, the party's foreign affairs spokesman, laid careful emphasis on the limits to Labour's Euro-enthusiasm.

He said the party was not proposing "a wholesale transfer of power to the European Parliament, but merely some improved rights complementary to, rather than in conflict with, those of Westminster."

It was necessary for those who concentrated on the issue of sovereignty to recognise that Britain was no longer a superpower able to control its destiny independently of other countries. Those that made such claims, Mr Kaufman said, are "trying to fool the electorate."

On Thursday, Labour will put forward Mr Roy Hattersley, the deputy leader, and Mr Jack Cunningham, the campaigns co-ordinator, to repeat its charge that the Major administration is still pursuing Mrs Thatcher's goals.

Joe Rogaly, Page 14  
Wages policy, Page 16

## On your Marx, get set — let's go capitalist

By Jimmy Burns

A TOUCH of capitalist enterprise emerged yesterday as part of the transformation of Britain's communist party, which earlier in the weekend scrapped its 1920's Marxist-Leninist constitution and adopted the new name of Democratic Left.

According to internal documents leaked to the FT, the Party in the nine months to September 1991, made £105,500 from investments in government Treasury and Exchange Stocks and in the money markets, and \$45,000 from rented office accommodation.

This compared with income of £5,000 in 'donations', £28,500 in 'collected appeals', and £3,700 in membership dues.

Commenting on the figures, Mr Steve Howell, an outgoing member of the executive, said yesterday: "We've come from being a party financed by its members to one that is funded by its assets. We've been trading on profits. It just shows you what a terrible state we're in."

The outline budget for 1992 shows that Mr Howell's victorious opponents plan to spend £443,600 on the new look Democratic Left, against forecast income of £343,600, a shortfall the party may seek to cover by selling off more of its properties. Items of expenditure include publication of the party's new logo, showing three people holding hands in a circle as a symbol of a commit-



Off with the old, on with the new: the Communist party of Great Britain votes for a new name — Democratic Left

ment to political pluralism.

"The design," said the new party's press officer Ms Miriam Rivett, "will be in the Democratic Left colours: red for our history, purple for women's suffrage, green for environmentalism."

It was unveiled at a London conference hall yesterday, a couple of blocks away from the British Library where Karl Marx researched Das Kapital. Earlier the Democratic Left had spent most of the first

morning of its existence in closed session.

Rank and file members and journalists were asked to leave after delegates had been asked to identify themselves with their voting cards. The topic of secret discussion, reminiscent of less than democratic central committees, was the thorny issue of the party's finances.

Delegates, according to information leaked from within, had yet to come to terms with the 'revelations' three weeks

ago that the Communist Party of Great Britain had from 1983 to 1979 received substantial sums of money from the Communist Party of the Soviet Union.

Earlier those delegates who had chosen to break decisively with their Marxist-Leninist past, had endorsed by a majority a statement stating: "There is no justification for what took place."

In seeking to justify the Soviet financial link, former

assistant general secretary Mr Reuben Faber urged party members to reflect with pride on the 'struggles' of the 1970's. His list included support for the peoples of Vietnam, South Africa, Spain, and Chile and other countries "whose people were suffering dictatorship, repression and US aggression." By last night however, there was a new logo, a new name, a new Executive, and the prospect of further trading in stocks and shares.

## Employers claim industry is still stuck in recession

By Edward Balls

BRITAIN'S manufacturing industry remains stuck at the bottom of the recession with little sign of an upturn before the end of the year, a gloomy Confederation of British Industry (CBI) says today.

The employers organisation said that recovery may already be under way, although not all sectors are experiencing an improvement. But its latest quarterly forecast shows the CBI to be distinctly more pessimistic than the Treasury over the likely pace of recovery.

"Demand remains very weak but the recession appears to be bottoming out," said CBI economic situations committee chairman David Wiggleworth. "Many sectors of industry are still in recession and can as yet see no signs of improvement."

The November monthly trends survey confirms the patchy performance of British manufacturing industry.

Output is picking up for makers of chemicals, consumer goods and pharmaceuticals. But for engineering companies, the prospects continue to look bleak.

Overall the survey suggests that manufacturing output will remain stable in the period ahead.

The percentage of respondents expecting output to rise

over the next few months is just one per cent higher than that expecting a fall. But the balance is unchanged from the last monthly survey in September and is too low to have an impact on output.

The survey does show that both domestic and export orders are starting to pick-up, although from very low levels. The rise in export expectations is the first significant one since October of last year.

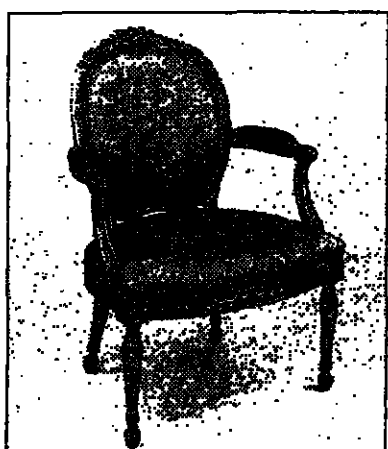
The CBI expects exports to lead the recovery next year. But it does not expect a return to the trend rate of economic growth until the second half of the 1992.

The CBI is more cautious than the government in its forecast of the prospects for both consumer spending and investment. It expects the economy as a whole to grow by 1.7 per cent in 1992, compared to a Treasury forecast of 2½ per cent.

Unemployment will continue to rise throughout 1992. But this will allow retail price inflation to fall further than the government expects, to 3.5 per cent by the fourth quarter of the year.

The CBI also stressed the risks of slower-than-forecast growth if interest rates have to rise again or if slow growth in world trade impedes export growth.

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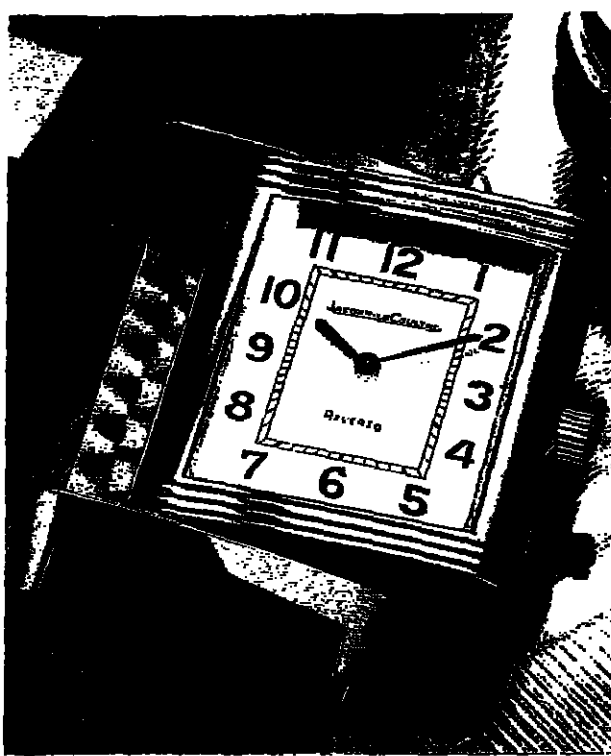
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"Evaluation of the immuno-reactivity of viral protein sequences which show structural homology to the GAD antigen (64 kD of IDDM)." £9,540 over 1 year

DRS R D G LESLIE/D A PYKE/PROFESSOR M FELDMAN, DEPARTMENTS OF MEDICINE AND IMMUNOLOGY, CHARING CROSS AND WESTMINSTER MEDICAL SCHOOL, LONDON

"A study of identical twins to determine the cause of diabetes."

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MR N J M LONDON/DR R F J JAMES, DEPARTMENT OF SURGERY, UNIVERSITY OF LEICESTER

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PROFESSOR J M RITTER/DR J R COCKCROFT, DEPARTMENT OF CLINICAL PHARMACOLOGY, UMDS GUY'S HOSPITAL, LONDON

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BRITISH DIABETIC ASSOCIATION

UK NEWS  
CBI may withdraw from European pact

By David Goodhart, Labour Editor

THE Confederation of British Industry is threatening to withdraw from an agreement struck between the main European employer and union federations that might further complicate negotiations over extending the scope of EC social legislation at the Maastricht summit next month.

The agreement between the employers body, Unice, and the European TUC, which has been included in the latest EC treaty proposals, gives employers and unions a privileged position in the drafting and implementing of EC social legislation.

By allowing employers a voice in the drafting process and by proposing that directives can then be implemented

through collective bargaining, as a substitute for legislation, the agreement meets some of the UK government's complaints about anti-business bias and over-centralisation in EC social legislation.

Even so, it also implies the re-establishment of corporatist structures and an empowerment of unions that the government would not welcome. The CBI fears that, by signing it, it may have weakened its alliance with the UK government against EC social legislation.

Mr Zygmunt Tyszkiewicz, head of Unice, says that no employers body has accepted the agreement happily, but it is "an insurance policy" in case

the scope of EC social legislation is extended. The CBI accepted more reluctantly than most and only agreed to sign last month, when in a minority of one.

Nevertheless, senior figures

## EMPLOYMENT

at the CBI are dismayed that the organisation signed at all and have asked for clarification as to what has been agreed.

There is no dispute over the first part of the agreement, giving employers and unions a role as "privileged consultants", but applying the agreements through binding collec-

tive agreements raises difficulty.

Mr Tyszkiewicz says the agreements would be binding only on the two parties to them, they could be reached at local and not just national level, and there would be no legal means of enforcement. Some CBI officials are not convinced by that interpretation, and if it turns out to be incorrect the organisation will withdraw from the agreement.

Mr Richard Price, deputy director-general of the CBI, said last night: "The CBI has no mandate to negotiate on behalf of its members and if the agreement requires us to arrive at binding agreements by whatever procedure,

we would oppose it."

■ Ninety per cent of the training received by British middle managers and supervisors does not help them to improve productivity, according to a survey published today by the management consultancy Peter Chadwick. The research, from interviews with 200 middle managers and supervisors in the electronics and engineering industries, found that 95 per cent of middle managers and supervisors did not consider productivity improvement their most important goal.

A total of 73 per cent of those interviewed saw the solution in new machines and capital expenditure, not in people's attitudes and behaviour.

## Names may quit Lloyds, Mori poll indicates

By Richard Lapper

DISAFFECTION among Names at the Lloyd's insurance market is widespread, according to a survey conducted by Mori, the market research company.

As many as one in four Names - the individuals whose capital supports underwriting at Lloyd's - regret having joined the market. Six out of 10 of those still in the market may leave if profitability is not restored next year.

The survey, results of which were disclosed last night by RBC's Money Programme, is based on a representative sample of Names.

The investigation focuses on Lloyd's external Names (those without jobs on the market) who account for about 22,000 of the 26,500 Names. Names are suffering their worst losses for more than 20 years. The market reported a deficit of £510m for the 1988 year and at least 4,000 Names might resign before the end of the year.

Thirteen per cent of the sample of 459 Names contacted by Mori said they had already resigned and 62 per cent of the others indicated that they would be likely to leave if Lloyd's is not back in profit by the 1992 underwriting year.

Although the Lloyd's market is expected to show a loss for 1989 and possibly also 1990, rates for marine, energy and aviation insurance and reinsurance have risen appreciably this year, encouraging hopes that the market may be back in the black in 1991, when that year's results are reported in three years' time.

Forty-one per cent of the sample said they would be likely to resign if the Lloyd's task force fails to make any significant changes to the way business is conducted.

The task force, an independent committee of leading market figures, is working with McKinsey, the management consultancy, on an investigation of business practices at the market. It will present its report to the Lloyd's council, the market's governing body, by mid January.

According to the poll, members' principal concerns include:

● The competence of syndicate underwriters and managers (72 per cent of the sample thought this a "very important problem").

● Issues such as US asbestos and pollution risks which carry a "long tail" - where claims emerge sometimes many years after the original inception of a policy. The long tail is responsible for open years - where future liabilities are so uncertain that a syndicate's accounts cannot be closed. A total of 90 separate underwriting years among a 354 syndicates have been left open. (86 per cent of the sample thought this very important.)

● Sixty-one per cent were worried by the ethical standards of brokers and underwriters and 57 per cent by the competence of members' agents, which channels Names on to particular syndicates.

● Over 60 per cent of Names regard the principle of unlimited liability as "fairly important", although two out of three Names are against the concept of a central pool to share the cost of excessive losses among Lloyd's Names as a whole.

Editorial Comment, Page 14

## DTI is urged to act on salary disclosure

By Andrew Jack

COMPANIES should disclose more details of their directors' performance-related pay schemes, according to a study by London Business School published today.

The study, funded by the Chartered Institute of Management Accountants, recommends that the Department of Trade and Industry should introduce legislation to force greater disclosure in annual reports. It argues for independent non-executive directors on remuneration committees to monitor schemes on behalf of shareholders.

The report will be forwarded to the Cadbury Committee on financial aspects of corporate governance later this week.

Researchers found little evidence that directors were manipulating their pay schemes unfairly to receive additional money, but they called for greater openness to

disclose how performance-related pay schemes operate and what proportion of directors' pay comes from these bonuses.

"It is not surprising that people view directors' pay suspiciously when they have so little information about how it is calculated," said Professor Andrew Lickierman, one of the three academics who conducted the study.

He originally planned to conduct a more wide-ranging survey but discovered that he would have had to buy or borrow shares to have even the chance of obtaining details of directors' performance schemes from companies.

The study says UK disclosure is far less than that required by US companies.

Top management remuneration and reported performance. London Business School, Sussex Place, Regents Park, London NW1 4SA. £25.

## MPs lobbied on sex equality

By Diane Summers, Labour Staff

THE EQUAL Opportunities Commission is seeking meetings with leaders of the main political parties in an effort to get sex-equality reforms included in party manifestos before the general election.

A list of demands is circulated today to MPs. This "equality agenda" will provide a baseline from which the manifesto of the main political parties can be judged by the electorate, the EOC says.

The commission is aiming to capitalise on the high profile of equality issues and increased interest by political parties in presenting themselves favourably to female voters.

Mr John Major, the prime minister, last month launched Opportunity 2000, a business-backed campaign to improve employment prospects for women. Labour has promised to include a minister for women in a future Labour cabinet, and the Liberal Democrats have pledged "full equality" by the end of the century.

Ms Valerie Amos, EOC chief executive, says while no one political party has a coherent strategy, the Labour party has "certainly put forward a wider range of proposals".

The priorities on the EOC's list for inclusion in party election manifestos are:

● A single Equal Treatment Act to replace what is described by the EOC as "the unduly complex statutory framework" of existing sex discrimination and equal pay laws. It would also incorporate principles now established under EC law.

● A code of practice to guide employers and trade unions on avoiding sex discrimination on pay. This would combat "deeply rooted" inequalities that result in women earning only 78 per cent of men's hourly earnings rates.

● Equality of treatment for part-time workers who currently may not qualify for maternity rights and employment protection.

## Skills challenge in a one-company town

Lisa Wood assesses the training prospects for the young people of Barrow-in-Furness

THE LARGEST industrial apprenticeship scheme in the UK, at the VSEL submarine yard in Barrow-in-Furness, Cumbria, closed earlier this year, leaving a challenge for local training authorities.

Until recently, more than 300 young people in this one-company town had left school every year for a craft apprenticeship in the yard and generally a job for life.

VSEL, which employed about 12,500 people at the beginning of this year before embarking on a large redundancy programme, is forecasting that a maximum of 7,000, 9,000 employees might remain in 1992, provided the company wins new orders and diversifies successfully.

How to keep, and adapt, the skills of older workers and provide new ones for young people denied a formal apprenticeship at VSEL is the challenge facing the new Training and Enterprise Council (Tec) and Furness Enterprise, a development agency established to attract new employers into the area.

"We have people here who have either been trained, or are capable of being trained, to a sophisticated level," says Mr Steve Palmer, chief executive of Cumbria Tec. "We must not lose these skills."

Mr Palmer believes that that reservoir of abilities is the



Eyes on the future: seventeen-year-old trainee Andrew Grey at work at Furness College

town's greatest asset. He hopes it will be attractive to manufacturing companies considering relocating to Furness, a town whose main disadvantages are poor road, rail and air communications and a lack of modern industrial premises.

While Furness Enterprise is concentrating on trying to attract inward investors to a town where unemployment may reach 25 per cent by 1993, the Tec, along with Furness College, is taking a calculated risk.

To maintain the pool of skilled employees, it is financing engineering training places at Furness College from its Youth Training (YT) budget in the anticipation that new opportunities in engineering will present themselves in the town. In the past, the college provided day-release courses for VSEL apprentices.

In partnership with VSEL, which now provides work experience for the majority of the trainees, Furness College has devised a new three-year craft

course in engineering. According to Mr Palmer, it would not have been possible to devise such a course under the auspices of the old Training Agency, which until the advent of Tecs ran publicly funded training programmes.

Employer-led Tecs, which were launched last year, have more flexibility to adjust training programmes to local needs.

YT programmes under the former Training Agency were all two years long, provided training to the equivalent of a

Level Two national vocational qualification and paid a standard national rate.

That rate would not have covered the cost of the new YT programme at Furness College, Mr Palmer said.

He wants more flexibility from the government on what sort of training he can fund. The Tec, for example, only gets paid output-related funding, or funding based on the achievement of qualifications, if training is for at least one calendar month. There are, however, certification schemes such as that for welding inspection, which can be achieved in a week and which, he says, make workers "very employer-ready".

He also wants to be able to say to employers considering moving to Barrow that the Tec could top up or adapt existing skills quickly. At present, government funding rules for both YT and Employment Training (ET), the scheme mainly for long-term unemployed adults, makes that difficult.

He says that if new employers do not come to Barrow, the new training scheme at least gives young people the skills to move away. It is an option many are considering.

The grim warning is that if new skilled jobs do not present themselves, Barrow's human assets might be dissipated for ever.

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7

## Names may quit Lloyd Mori poll indicates

By Richard Lapper

DISSENTION among the Labour Party's members has been expressed over the party's proposed election strategy, according to a Mori poll conducted by the market research company Mori. The poll, which was carried out by Mori, indicates that a significant number of Labour members are dissatisfied with the party's current strategy and are considering quitting the party. The poll also indicates that a significant number of Labour members are considering switching to another party, with the Conservative Party being the most popular alternative. The poll was conducted as part of a series of Mori polls for the Labour Party, which are used to gauge the party's popularity and the views of its members. The results of the poll suggest that the Labour Party may need to reassess its strategy and its relationship with its members in order to maintain its position as the leading party in the country.



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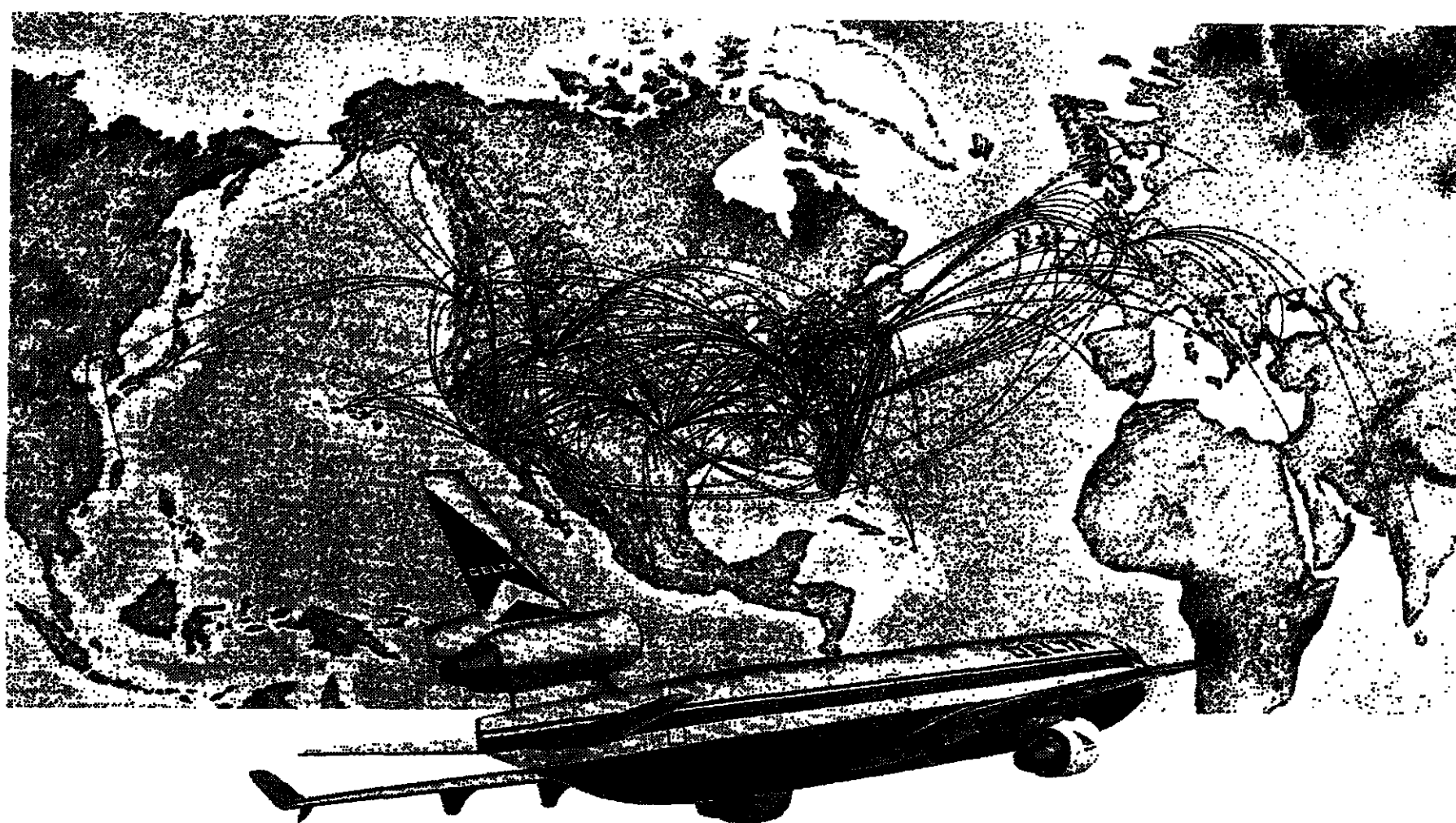
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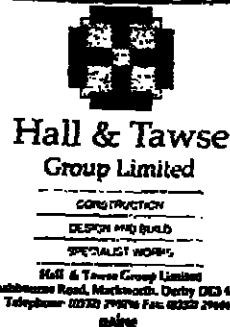
REFERENCES

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071 407 575





## Fitting out department stores

Basing-based MYTON, part of the Taylor Woodrow Group, has been awarded two major contracts by BHS.

At Crawley in West Sussex, Myton is fitting-out and finishing a BHS store in the Greycoat Shopping Centre complex, while at Tunbridge Wells, Kent, the company is undertaking structural alterations and refurbishing a retail unit.

The latter project also involves the fit out of a newly-built shell to incorporate offices and a substantial storage area.

With work under way at both sites, the two projects are due for hand-over next March. Myton has also started building a two-storey retail and residential development in Alpheton, Middlesex.

Worth nearly £1m, the mixed project is for a private developer and is due for completion in mid-1992.

## Cardiff airport scheme

**BALFOUR BEATTY BUILDING** has been awarded a £50m contract to construct maintenance facilities for British Airways' Boeing 747 aircraft at Cardiff Wales Airport.

Known as "Project Dragonfly" the building provides three hanger bays fitted out for the maintenance of Jumbo jets with adjoining workshops and offices.

The complex construction, with a total floor area of 43,200 sq metres, has to accommodate cranes, docking bays and lifting equipment. The project will include car parking and extensive apron works. Completion is scheduled for April 1993.

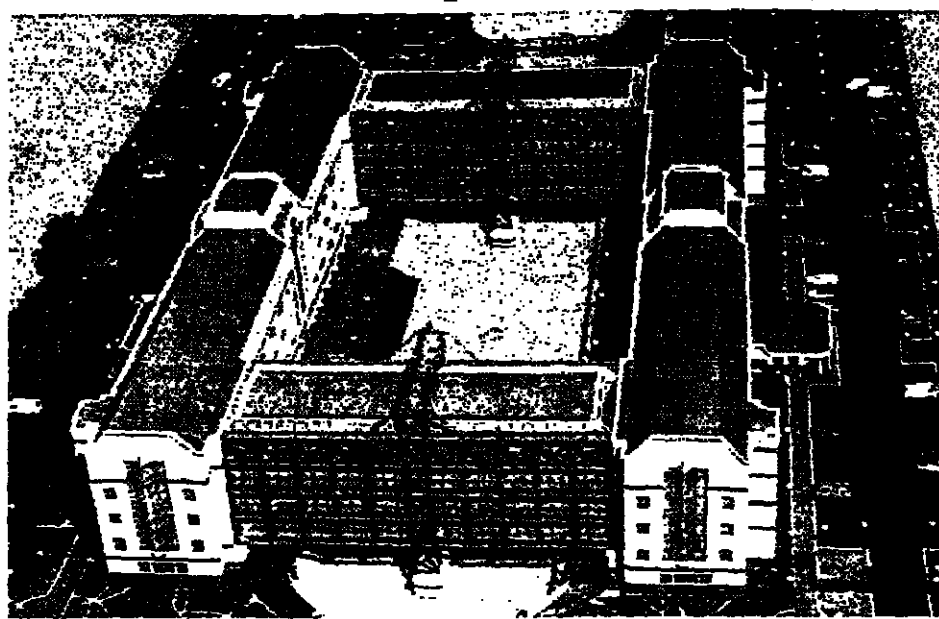
Balfour Beatty has also won three contracts in the Caribbean worth over US\$17m (£3.44m).

Heading the list is a US\$8.2m (£4.5m) contract for the construction of three jetties in Tortola and Virgin Gorda for the Government of the British Virgin Islands. Work will also involve the construction of docks and terminal buildings.

A US\$5m (£2.77m) award has been received from the US Virgin Islands Department of Property and Procurement for the reconstruction of a three quarters of a mile section of the main road on the island of St Thomas. On St Lucia the company has secured a US\$4m (£2.2m) contract to upgrade the island's water supply system.

## CONSTRUCTION CONTRACTS

### New Customs headquarters in Liverpool



Through project managers PSA Building Management, Manchester **WIMPEY CONSTRUCTION** UK has been awarded a contract worth in excess of £20m for the construction of HM Customs & Excise's new

VAT headquarters (pictured) at Queens Dock, Liverpool. The Queens Dock development will provide 255,000 sq ft of office accommodation for a staff of over 1,800. Laid out as a four block courtyard, two of

the blocks will span the former graving dock, which is being retained as a water-filled central feature of the scheme. Work is due to start soon and completion is scheduled for late summer in 1993.

### Building power station in Hoddesdon

Three construction companies, KIER, HT and LILLEY have, in joint venture, won a £10m contract to build a combined cycle gas fired power station in Hoddesdon, Hertfordshire for Siemens SA.

In addition to extensive civil engineering works, the contract includes the construction of a wide range of buildings. Housing for the gas and steam turbines are to be constructed together with a boiler house

and water treatment plant. Kier Construction is also building two other power stations on a design and build basis in Corby and Peterborough, both for Hawker Siddeley, each valued at £15m.

## £25m work for Amey Group

**AMEY BUILDING**, the new building company of Amey Holdings, which was created from the acquisition of Farr and Tern, has been awarded over £25m of new work in England and Wales.

The largest contract is a £10m 142 bedroom hotel development in Dudley, West Midlands for Copthorne Hotels. At Gloucester the company has been awarded a £3.7m contract for the design and construction of a pathology laboratory for the South West Regional Health Authority.

Contracts totalling £4.7m for the PSA include living accommodation for junior ranks and hangers for the RAC Gunner School at Lutworth (£3.4m), together with contracts at Yeovil for a hanger refurbishment (£500,000) and the redevelopment of the chemical compound at Winterbourne Gunner.

Other recent contracts include the refurbishment of a Rover garage at Salisbury for Rover Finance Properties (£300,000), together with a contract for new services and sanitation to "A" Wing for HM Prison at Portsmouth (£250,000).

Amey-Tern has won orders worth £2.7m, the most significant being a new apprentice training facility for Mid-Glamorgan County Council (£1.7m).

## APPOINTMENTS

### Investor relationship

Michael Nagel, a director of Fleming Investment Management, is taking up a full-time position with the **TREUHAND**, the agency overseeing the privatisation of east German industry. He is to be a senior adviser in the new investor relations department from the beginning of December.

Involved with eastern Germany in various capacities since April 1990, Nagel has recently been advising the Deutschland Investment Corporation, a development capital fund set up by Flemings which specialises in east Germany.

The fund has had a slow start, with just DM8m of the DM52m raised actually invested. Registered in the Cayman Islands, it had been structured to avoid German corporate taxes, but this has meant that the time Nagel could spend in Germany was also restricted.

The department he is to join, which is to be responsible for marketing the Treuhand worldwide, is the creation of Horst Urban, previously chief executive of Continental, the German tyre company, who was eased out earlier this year in the course of the Pirelli bid.

Urban has only been at the Treuhand for a few months - and is expected to leave at the end of the year - but his blunt style has apparently been an effective catalyst at the amorphous organisation.

Despite the knock-down prices at which a number of eastern companies have been changing hands, foreign purchasers have proved elusive.

Treuhand officials concede that luring in non-German investors will continue to be an uphill task, even if the political and economic importance of avoiding the growth of an economy of subsidiaries - "the extended work bench" - is dubbed in Germany as "the wisely recognised". The fledgling investor relations division has already optimistically established a presence in both New York and Tokyo. Tomorrow president Birgit Breuer and prominent German industrialists are in London at a CBI function in another effort to woo British investors.

Nagel, a naturalised American, also happens to be a second cousin of Breuer and grew up with her after the Nagel family, fleeing from East Germany, were given shelter by her father.

### Not-for-profit planning

The **PLANNING EXCHANGE**, a Glasgow-based agency supplying a range of information on economic development and planning in the UK, and increasingly, abroad, has appointed Derek Lyndon as its non-executive chairman.

Lyndon was chief planner at the Scottish Development Department from 1967 to 1985, and currently holds positions in planning and the arts, including chairman of the Edinburgh School of Environmental Design. He replaces Bill Taylor, who chaired the agency almost since it was founded 18 years ago and who died in the summer.

An independent not-for-profit organisation funded by its users' fees, the Planning Exchange channels information to a wide selection of public and private sector entities.

Enquiries range from local authorities interested in the criteria for the siting of the Euro-Danube theme park outside Paris, to the London Docklands Development Corporation - "a frequent customer" - wanting to compare notes with other waterfront development schemes. In tandem with Glasgow University, the agency is constructing the supposedly definitive source of data on the Amazonian environment.

Lyndon is also keen to develop activities in eastern Europe, where the agency thinks it can provide valuable information on the type of infrastructural and environmental problems now being encountered in the rebuilding process. The Planning Exchange is at the moment considering how to fund a branch in Budapest.

### Non-executive directors

The following have been appointed:  
 ■ **NICHOLAS WILKS**, chairman of **BT** and **NATIONAL MUTUAL LIFE ASSURANCE SOCIETY**.  
 ■ **Timothy Brookes**, chairman and chief executive of **In Shops**, to **CHELTENHAM & GLOUCESTER** Building Society.  
 ■ **Tom Hutchinson** to **AMP ASSET MANAGEMENT**.  
 ■ **John Craven**, chairman of

**Morgan Grenfell**, and **Laurence Crowley**, chairman of **PJ Carroll** and executive chairman of the **Michael Smurfit Graduate School of Business** at **University College, Dublin**, to **ROTFMANS INTERNATIONAL**.  
 ■ **Sir David Plaster**, chairman and chief executive of **Vickers**, to **CABLE AND WIRELESS**.  
 ■ **Fran Leith** to **LEEDS PERMANENT** Building Society.  
 ■ **Nell Hood**, professor of business policy at **Strathclyde Business School**, to **KWIK-FIT HOLDINGS**.

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### Government of Sri Lanka

#### Invitation to Prequalify to Bid for Management Contracts of Plantations Estates

Companies interested in participating in bids to manage Government owned plantations estates in Sri Lanka are invited to prequalify for an invitation to bid for the award of one or more management contracts.

Four hundred and forty nine tea, rubber and coconut estates presently owned and managed by two Government corporations are to be formed into 22 companies, registered under the Companies Act. Some of these companies consist of both tea and rubber estates. The areas presently under cultivation in these companies range from 5,500-13,000 hectares and the agricultural condition is generally good. These companies are to be offered for private management under contract. The ownership of these companies will remain with the Government and 10% will be granted to workers.

Sri Lankan and foreign companies are invited to prequalify to bid on one or more of these management contracts. At this stage, Sri Lankan and foreign companies must prequalify separately. Prequalified Sri Lankan companies may bid on their own, whereas prequalified foreign companies will be required to submit bids in association with prequalified Sri Lankan companies.

An application form to prequalify to bid on one or more of these management contracts, together with an explanatory memorandum and summary particulars of companies to be offered for management is available at the office of:

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 Colombo 4, Sri Lanka  
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A non-refundable registration fee is payable of submission of each completed prequalification application.

Completed prequalification applications must be received by the PRU by 4:00 pm on Friday, January 3, 1992.

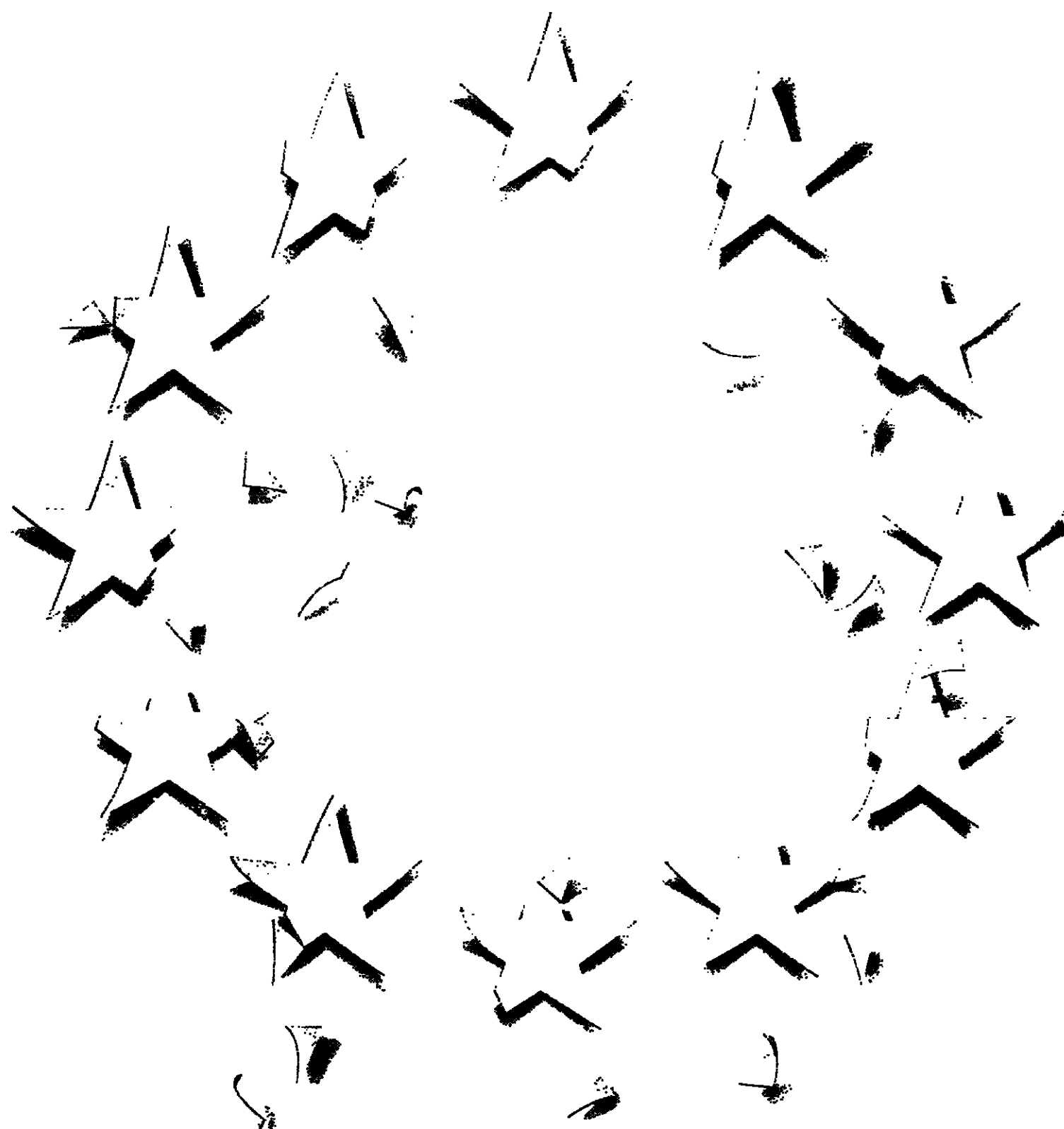


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## MANAGEMENT

# Let the women stand up and be counted

Mary Bogan urges companies to look at the facts and figures first before they start talking about an equal opportunities policy

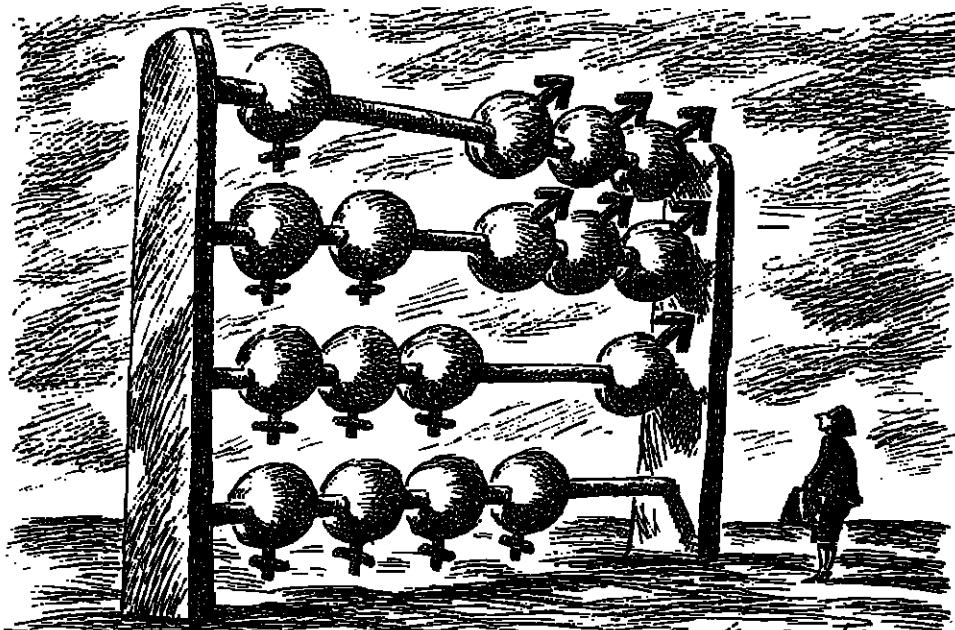
In October 1989 the board of the TSB group spotted a flaw in its five-year business plan. How could it expect to hire and keep quality staff, when school-leavers were in such short supply?

But as the board studied the problem, it became clear that its analysis was all wrong. The real issue was not how to plug the skills gap but how to change the group's attitudes and procedures so that talented employees - women in particular - were allowed to rise.

The penny dropped when the board saw new data showing the under-utilisation of women at the TSB. Accounting for 73 per cent of staff at the lowest level, women represented only 23 per cent of junior managers and 6 per cent of middle managers. Four times as many men as women got promoted from senior clerical to junior management grades.

"Analysing the data made us realise the problem was much bigger than we had thought, and challenged us to find a broader, more creative solution," says Don McCrickard, TSB Group's chief executive.

Few employers collect manpower data on their recruitment, development and retention policies. Fewer still could say whether the figures would tell different story if they were broken down by sex. Companies that would never



dream of making a profit forecast without hard facts and figures, will happily make predictions about the ambitions and talents of their female employees based on nothing more than supposition or personal experience.

"There's a whole myth that women graduates leave companies faster than men because they have children," says Marilyn Davidson from the Man-

chester School of Management. "But the research shows it is the prejudice and isolation women experience in companies, or a belief their promotion opportunities are limited, that forces many to leave."

Over the last couple of years, a small but growing band of companies including ICI, Shell, TSB and the BBC have brought facts and figures to the debate about women in the workplace.

All have set up databases both to identify the barriers to women's progress in their companies and to monitor the measures taken to bring those barriers down.

What and how much information companies collect varies greatly. ICI, for example, is building a database which will show the composition of the workforce by gender, function and business division, and

by age and duration of service.

This will allow management to see not just where women are in the organisation, but whether women in, say, research climb higher up the corporate ladder than women in finance. It will also enable comparisons of women's performance in different divisions and indicate whether the average woman waits longer for promotion than the average man.

Other companies have defined their monitoring needs more narrowly. TSB has begun by simply monitoring the proportion of men and women in each grade in the group. This shows management what overall impact recruitment, promotion and retention policies have had on the composition of the workforce. It gives no information though about why the composition changes.

For example, TSB knows that women's representation in junior management has gone up from 23 per cent to 31 per cent over the last two years. But this improvement could be due to a variety of causes - perhaps more women were recruited, perhaps more were promoted or perhaps fewer left the company. It could also be due to restructuring within the group which has created new management opportunities for women.

"This form of monitoring only gives you a snapshot in

time," says equal opportunities manager Julie Mellor. "I know what needs to be monitored in the organisation but I didn't want to impose a very comprehensive monitoring system on people straight away. In terms of acceptance of the whole process, it's better to build up our information base step by step."

What information companies collect is also determined by internal strengths and weaknesses and overall business objectives. For TSB, for example, the issue is less about getting women into the workforce and more about developing and retaining them once they are there.

But for many companies, dominated by a male dominated industry, like Shell UK, attracting job applications from good quality female candidates is a problem.

As a result the company has taken a number of steps to increase its appeal to women applicants, especially graduates. It has, for example, revised its recruitment literature to emphasise career opportunities for women. When Shell UK appears on the milk round next year it will have an equal opportunities

stand. But how will the company know if these measures are effective in increasing applications from women?

To answer this question, Shell UK is embarking on a sophisticated examination of its recruitment process.

"We're looking at every stage of recruitment," says the company's employment policy adviser on equal opportunities, Chris Marsh. "Do women apply in the proportions you'd expect and do they get short-listed? If they are short-listed, are they offered jobs in reasonable numbers and if so, do they take up those offers?"

Within organisations like BP, Barclays and the Civil Service, databases have been built up over several years. They offer more than a blow-by-blow analysis of the recruitment process, and cover promotion and wastage too. This has produced some interesting findings.

When the Civil Service found that promotion rates for women employees were lower than for men, it undertook a study to pinpoint at which stage women dropped out of the race. A big problem was

quickly spotted - women simply did not apply for promotion in similar numbers to men. This was especially true where women had to nominate themselves for a vacancy. In one promotion board, for instance, only 39 per cent of eligible women came forward for promotion against 83 per cent of men.

As a result of its findings, the Civil Service has now asked all departments to avoid self-nomination. Where it is used, managers have been asked to encourage women as well as men to apply for promotion by ensuring, for example, that women are aware of opportunities for part-time working. The Civil Service is now monitoring the proportion of women applying for promotion to see if these measures have had any effect.

By itself monitoring will do nothing to break down the barriers blocking the career paths of talented women. It is simply a management tool that helps pinpoint where the barriers occur and alerts management to action.

It does, however, send out a strong message to managers, employees and the outside world about a company's commitment to progress by merit. And, in the longer term, its most important function may be that it brings hard information to companies' discussions about women in the workplace.



Women at work

Management gurus are constantly telling us that business organisations are in the process of radical change. They talk about flat structures, the absence of hierarchy, decentralisation and devolution of responsibilities. They see the end of secure careers for corporate mainstays.

Most of these predictions are speculative, rarely drawing upon hard evidence. Most examples are from American high-technology corporations - such as IBM, Hewlett-Packard and 3M. Management thinkers act as though such models are directly transferable to all industrial countries and to all types of corporations, regardless of product or skill levels.

But it is not clear whether the model fits the majority of UK companies, located in manufacturing, retailing and the "low-skill" service sectors.

There are many barriers to the

## Dinosaurs in the New Organisation

Richard Scase says that British companies are stuck in the dark ages of corporate culture

adoption of this New Organisation in the UK. It pre-supposes "high trust" cultures, where employees are trusted by their managers and are left alone to get on with their jobs. But Britain is a low trust society. The legacy of the poor industrial relations of the 1970s and the notorious British class structure nurture suspicion and division.

This is reflected in many large organisations in relations between managers as well as between management and workers.

The New Organisation requires new abilities among managers. Instead of managing through rules and formal procedures within hier-

archies, sophisticated inter-personal skills are needed.

The New Organisation demands leadership through inspiration, motivation and commitment rather than management by memos from behind closed doors; teamwork and co-operation rather than competition; individualism; and general talents in negotiation, goal setting and human resource management.

But the training of managers in Britain emphasises the need for specialist technical skills to the neglect of "intangible" and "soft" human resource skills.

If it is to function efficiently, the New Organisation needs adaptable

employees who are prepared to cover for each other within teams and operate with broadly defined job roles. But in Britain, the system educates future employees to expect security, routine and stability in their job tasks.

The educational system does not stimulate creativity and the search for excitement, change and challenge at work. But the New Organisation needs such forces. This leads to a further obstacle. Managers in Britain are ill-trained to handle programmes of change and corporate restructuring. The aims and objectives of change programmes are usually clearly defined. But these

objectives are often only partially achieved because of inadequacies in the management and implementation of the change process.

The New Organisation abolishes long-term careers, security and status. But these are central to the culture and are important sources of motivation. The ideals of the civil service and the traditional professions continue to shape business culture despite a 10-year flirtation with entrepreneurship and risk-taking. An essential ingredient of the New Organisation is a culture which emphasises innovation and change. To bring this about, corporate leaders need

sophisticated techniques and skills. A change in corporate culture demands long-term strategies, whereas British organisations tend to pursue counter-productive "quick fixes".

Does all this mean that strategies for developing the New Organisation are doomed? The problems can be overcome - as witnessed by the successes of organisations such as the TSB, parts of the Reed International group and Mercury Communications.

There is now sufficient data available to guide managers in their pursuit of the New Organisation. Corporate leaders, following the

Japanese example, should change their personnel policy. This is the starting point for creating cost-effective, competitive, pro-active New Organisations.

The New Organisation already flourishes in some sectors of the economy - in advertising, publishing, television and film production, and in parts of financial and professional services.

The challenge facing British management is to apply these patterns to large public and private-sector organisations. It is in these corporations that there are the greatest obstacles to developing new management styles.

But in view of the broader culture of British society, perhaps the creation of innovative bureaucracies in large areas of these sectors is as far as the process is likely to go.

Richard Scase is Professor of Organisational Behaviour at the University of Kent at Canterbury.

## CONTRACTS &amp; TENDERS

### PETROBRAS

#### INTERNATIONAL PUBLIC BIDDING

Notice No. 9-849-854-91

Petróleo Brasileiro S.A. - PETROBRAS requested a loan from the World Bank, in several currencies, for a total amount equivalent to US\$ 260 million (American dollars) and intends to apply part of these funds in Contracts for the construction and erection with partial supply of materials of the mainline of the RECONCAVO/SOUTH of BAHIA pipeline (CRSUS) and the PARANÁ/SANTA CATARINA pipeline with approximated extensions of 361 km and 263 km, respectively and diameters of 10 and 8 inches.

Companies or Joint Ventures with headquarters in member countries of the World Bank, Switzerland, and Taiwan and that may be interested in these projects, shall undergo a process of Prequalification for each one of the projects separately or jointly in order to be able to participate, later on, in the Bidding for contracting such services, provided that they comply with the minimum experience for each case below, in building carbon-steel pipelines (1) CRSUS: (a) - 125 km, with diameter equal to or greater than 8 inches, in a sole project, during the last 5 (five) years, or (b) - 240 Km, with diameter equal to or greater than 8 inches, during the last 10 (ten) years, or (c) - 2,100,000 meter-inches, with diameter equal to or greater than 12 (twelve) inches, during the last 10 (ten) years; (2) CPASC: (a) - 100 Km, with diameter equal to or greater than 8 inches, in a sole project, during the last 5 (five) years, or (b) - 175 Km, with diameter equal to or greater than 8 inches, during the last 10 (ten) years, or (c) - 1,500,000 meter-inches, with diameter equal to or greater than 12 (twelve) inches, during the last 10 (ten) years; (3) CRSUS and CPASC (a) 200 Km, with diameter equal to or greater than 8 inches, in a sole project, during the last 5 (five) years, or (b) - 400 Km, with diameter equal to or greater than 8 inches, during the last 10 (ten) years, or (c) - 3,600,000 meter-inches, with diameter equal to or greater than 12 (twelve) inches, during the last 10 (ten) years.

Interested bidders may obtain the documents required for the Prequalification which will be available from 18 NOV 91 on at the following address:

PETROBRAS/EGENEMDUT  
Rua General Canabarro, nº 500 - 8º andar  
Rio de Janeiro - RJ - Brasil - CEP 20271  
Tel.: (021) 566-3650/51 - Telex: (021) 40491 - Fax: (021) 566-5747

### POLLY PECK INTERNATIONAL PLC

#### TO THE HOLDERS OF 74% GUARANTEED REDEEMABLE CONVERTIBLE PREFERENCE SHARES 1994/2005 (NOMINAL VALUE US\$1 PAID UP VALUE US\$100) ISSUED BY

#### POLLY PECK INTERNATIONAL (FINANCE) NV

The Joint Administrators of Polly Peck International PLC have convened an informal conference to provide information concerning the acquisition and linking of funds that may become available to holders of the above shares in Polly Peck International (Finance) NV. The conference is to be held at 2.45 pm on Thursday 5 December 1991 at The Chartered Insurance Institute, 20 Aldermanbury, London, EC2.

Admission to the conference will be limited to representatives of the current beneficial holders of the shares and/or the relevant coupons ("the holders"). Accordingly persons attending will be required to produce an original letter from the holder, confirming beneficial ownership as at 2.45 pm on 5 December 1991 of a stated number of shares and/or coupons giving the full names and addresses of the authorised representative(s). The number of representatives will be limited to two per holder.

For ease of administration, all holders intending to attend are requested to give prior notification to John Pakenham-Walsh of the Joint Administrators' secretariat (Tel: (071) 553 5000, Fax: (071) 553 5057).

Please note this is not a formal meeting of the shareholders of the company and no formal resolutions will be considered.

M A JORDAN  
Joint Administrator  
POLLY PECK INTERNATIONAL PLC

19 November 1991

## CLUBS

EVE has qualified others due to policy of fair play and value for money. Super from 10.30 am. Glorious hostesses, making observ. 100 Regent St, W1J 9TJ-754 9557

## PUBLIC NOTICES

#### RENEWAL OF GENERAL INSURANCES

Tayside Regional Council is Scotland's Fourth largest Region, providing the full range of major Local Authority services over a geographical area spanning Perth and Kinross, Dundee and Angus.

Prior to expiry of Long-Term Agreements on 31 March 1992, the Director of Finance wishes to review the existing arrangements for Property, Liability and Motor Insurances. The principal objective will be to match realistic retention levels with premium economy and minimised administration costs. In view of the nature of the Contracts under consideration, traditional Local Authority tendering procedures will not apply. With this in mind, enquiries are invited from Insurance Companies specialising in all or any of these classes of business, to establish if mutually advantageous potential exists.

It is envisaged that initial approaches will ascertain if serious underwriting opportunities are possible. Thereafter, comprehensive risk information will be provided to Companies who wish to remain in contention, followed by any necessary discussion and negotiation prior to an agreed deadline for submission of costs.

Initial indications of interest are required by 13 December 1991. Please respond in the first instance to the Insurance Manager, Department of Finance, Tayside House, Dundee DD1 3SP.

**Tayside Regional Council**

#### Preparatory Group

for the privatisation of "Wyszowska Fabryka Mebli i Urzadzén Wnetrz" (Wyszów Furniture and Fittings Factory - WFM&UW) in Wyszów

Invites all parties

Interested in purchasing, entering a partnership or in another form of transformation and development of "Wyszowska Fabryka Mebli i Urzadzén Wnetrz", 07-200 Wyszów, ul. Armii WP 173

to make opening offers and proposals

to: Urząd Województwa

Wydział Rozwoju Gospodarczego, p.85  
Olszówka  
Pl. Gen. Berka 3  
POLAND

within 21 days from the publication date of this invitation.

An offer should enclose:

1. Proposed form of partnership or cooperation or the offered price of purchase
2. Development programme for all factory assets and employees
3. Investment and modernisation plan

Information on the factory is available from WFM&UW in Wyszów, room 107.  
Phone (area code +48 82-06) 41-57 & 42-21 ext. 210. Fax: 42-82

## RENTALS

#### KENWOOD RENTALS

QUALITY FURNISHED FLATS AND HOUSES  
SHORT AND LONG LETS  
TEL 071-482 2371 Telex 23271  
FAX: (071) 252 3739

## ART GALLERIES

#### FRINK

- Recent small sculpture until 3 Dec at Bohun Gallery, 15 Reading Rd, Henley, Oxford.  
Tel: 04915 76228.

## LEGAL NOTICES

#### IN THE MATTER OF METRO COMPUTER CONSULTANTS LIMITED AND METRO COMPUTER CONSULTANTS (SOUTHERN) LIMITED

AND

IN THE MATTER OF the Insolvency Act 1986.

NOTICE IS HEREBY GIVEN pursuant to section 86 of the Insolvency Act 1986 that a meeting of the Creditors of Metro Computer Consultants Limited and Metro Computer Consultants (Southern) Limited will be held at 30 Bedford Square, London WC1R 4EJ, on Friday the 29th day of November 1991 at 10.15 am and 11.45 am respectively for the purpose of considering the proposed liquidation of the companies.

A list of the names and addresses of the companies' creditors will be available for inspection at the offices of Eastern House, 20-25 Currier St., London, EC4A 3HY on the two business days falling next before the day of the meeting.

Dated this 11th day of November 1991.  
F. COOK, Director.

NOTE: Proxies to be used at the meeting must be lodged at the Registered Office of the Company at Eastern House, Enterprise House, 20-25 Currier St., London, EC4A 3HY, on or before 11.45 am on the day of the meeting. The proxies must be accompanied by the original of the proxy form and a copy of the proxy form must be lodged at the Registered Office of the Company at Eastern House, Enterprise House, 20-25 Currier St., London, EC4A 3HY on the day of the meeting.

Dated this 11th day of November 1991.

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#### DELTA HOUSE ENGINEERING LIMITED

Registered number: 1322058.

Notice of business: Air Conditioning, Ventilation, Electrical Services.

Trade classification: DIV 207.

Date of appointment of administrative receiver: 12th November 1991.

Name of person appointing the administrative receiver: M. J. Vought and J. M. Isdale.

Joint Administrative Receivers: (Office holder nos 9338 and 2104)

Orchard House, 10 Albany Place, Malden, Middlesex, SE14 6DZ.

NOTICE: Creditors whose claims are wholly secured are not entitled to attend or be represented at the meeting.

Written statements of claim must be lodged with the joint administrative receivers before 12 noon on the business day before the meeting at the offices of Cork Gully, Mount Pleasant House, Huntingdon Road, Cambridge, CB3 0DQ.

Dated this 11th day of November 1991.

NOTICE: Creditors whose claims are wholly secured are not entitled to attend or be represented at the meeting.

Written statements of claim must be lodged with the joint administrative receivers before 12 noon on the business day before the meeting at the offices of Cork Gully, Mount Pleasant House, Huntingdon Road, Cambridge, CB3 0DQ.

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#### INSOLVENCY ACT 1986

C. L. GAUL & COMPANY LIMITED

ROBERT FIELD & PARTNERS LIMITED

THE WESTOVER ICE RINK LIMITED

ALL IN ADMINISTRATIVE RECEIVERSHIP

Notice is hereby given that a meeting of the creditors of the above named companies will be held under the provisions of s.44 of the Insolvency Act 1986 at the office of Cork Gully, 31 St. Giles, London, EC4A 3DF, on 4 December 1991 at 3.30 pm for the purpose mentioned in s.44(2) and s.44(3) of the Act.

Creditors whose claims are wholly secured are not entitled to attend or be represented at the meeting.

Written statements of claim must be lodged with the joint administrative receivers before 12 noon on the business day before the meeting at the offices of Cork Gully, Mount Pleasant House, Huntingdon Road, Cambridge, CB3 0DQ.

Dated this 11th day of November 1991.

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## ARTS

Allen  
Haden  
Motian  
TrioQUEEN ELIZABETH  
HALL

The distillation of jazz into a piano trio format is music in its purest form for some people piano, double bass and drums with space to breathe, improvise and interact. The trio of pianist Geri Allen, bassist Charlie Haden and drummer Paul Motian is the condensed virtuoso talent of Haden's Liberation Music Orchestra, and is sure to be recognised as a classic trio at that.

Brought in for a UK tour as part of Contemporary Music Network's Rolling Rock-sponsored season after a summer on the road with the larger ensemble, the trio was in a reflective but also expansive mood, sharing out each other's material, from Haden's "Sandino" to Allen's "Dolphy's Dance". They are natural partners and pulled together well, sharing small group experience with Keith Jarrett and also with the Jazz Composers' Orchestra Association. Both have made a mark with their instruments for ground breaking work in the avant-garde and in this trio both swing in a studiously loquacious way. Allen, a relative novice, but no less delicate and sensitive player, rolled along with them, struggling with her some of the fire from her fierce, younger contemporaries in the M-Base collective.

It is deceptively sophisticated stuff. In "Rimes in Motion", for example, Haden's plangent bass style seems to draw in Motian's minimal, skittering drum parts. Allen's ragged Monk-like playing hangs back behind the melody. With "Husho Jumbo", Motian leads the time with more force. Haden more introverted and Allen throwing in the rhythm. "Shuffle Montgomery" featured a reverberatingly entrancing solo from Haden and a suitably fragmented close from Motian. Called back for a delicious "Round Midnight", to encore, they reminded us of their roots.

Less sure of their roots, but closer to them (they are French) was the trio of Scavies Quartet provided bright contrast and support to the subdued colours of the trio. Scavies, from Lyons, is a talented clarinetist who writes busy, jerky tunes which are interpreted in a detached sort of way by him, keyboard, double bass and drums. His own playing is an unusual mix of francophone breeziness to percussive, valve clattering abstraction. With his experimental sounds on bass clarinet and Francois Raulin's synth saws, titles like "Les Bouteilles" and "Les Hommes", are crying out for choreography.

The tour continues to Blackwell Wild Theatre (Nov 25); Sheffield Leadmill (Nov 26); Manchester Royal Northern College of Music (Nov 27); Leeds Irish Centre (Nov 28); and Birmingham Adrian South Hall (Nov 29).

Garry Booth

To the  
LighthouseLynn MacRitchie on why artists  
are returning to Docklands

TRINITY Buoy Wharf is a bit of Docklands that still feels as if it had something to do with water and ships. The water is right there, lapping at the quayside, and the ships sail by close enough to touch. Even Canary Wharf towers at a safe distance. Like a vision of another time, for Trinity Buoy Wharf today still has something of Docklands as it was before the future caught up with it.

It is in the derelict Lighthouse that Matt's Gallery is presenting an installation by Brian Catling, an artist with a record which includes installations and performances specially made for locations in Denmark, Germany, Switzerland and Norway as well as England. Visiting a climb up first to an attic-like space where he has set out pieces of reflectors from the original light arranged in the thick dust on the wooden floor. Catling is present throughout the installation's opening hours (Friday to Sunday until December 1 or by appointment - telephone 071 249 7393), reading from writings he made at the lighthouse during his preparation of the work.

Docklands provokes romantic responses: even in its most developed regions, it is impossible to be unaware of the area's past, its fundamental role in the growth of city and empire, the testament to history which was its demise. It also provokes opportunism. The work of artists and their promoters and sponsors in the area combines all these factors, with as yet unresolved results. Matt's Gallery is hoping that the lighthouse space may become a new permanent venue for art and artists.

The London Docklands Development Corporation (LDDC), which owns the building, would like that too - but, that is, a more lucrative offer is not forthcoming for the site. The LDDC sponsored a fasc-

inating show last September which was organised by the Wise Taylor Partnership in which the derelict Wapping Hydraulic Pumping Station was filled with extraordinary artworks created by artists specifically for the site. The site has since been the object of various commercial offers, including plans to set up a sound studio, a catering college and a hotel. No deals have yet been struck, however.

Former LDDC arts development manager John Kieffer was straightforward about the role of art as something to attract business interests to the Docklands, and once there to keep them there by improving the investment potential of the area as well as its working environment.

The relationship between artists themselves and such areas is complex. For artists were the original pioneers of the derelict Docklands, moving into its empty warehouses when no-one wanted such notorious run-down buildings. The dancers and artists who first colonised Butlers Wharf in the 1970s, for example, got their space cheap until the developers moved in behind them. Now, with the site's sively renovated complex in readiness, artists are being invited back.

At the Grove Building, a retail unit has become the Gallery space for the past year, currently occupied by Guy Hilson, Martha MacLean and Michael Watson until November 30.

Over at the Circle, a residential development by Jacob's Island Company, a black or so south of Butlers Wharf, the Museum of Installation has organised a series of three shows by "Content", a group of four artists. Katherine Clark, Amy Eshoo, Susan Morris and Mark Pimlott have created installation pieces in the windows of some of the development's unlet shops. Intriguing though this teasing "window



Photograph by Robin Klassnik of the Lighthouse reflected in a puddle

dressing" is, the mostly small-scale works had a hard time competing with the remarkable architecture of the development itself, and the resonant emptiness of those other shops whose plate glass windows revealed the melancholy of their premature redundancy.

Now the shop windows sport jolly stickers advising their availability and the artists, at their second attempt, have taken to their spaces with more than a little gusto. Pimlott fills a unit with 300 Twizell pencils - pencils which look like twigs, until you spot their neat col-

oured tips. Scattered on the concrete of the bare shop floor, they conjure art and autumn in a clever conjuncture. His original piece, a blown up photograph of a tree, has shed autumn "leaves".

For the moment varied interests have turned Docklands into a theatre for artworks of all kinds. The artists, having lost their original outposts to the developers, are now being asked to return by those same developers or their successors, anxious to add value - human value, a point of contact - to an environment still widely

perceived as hostile. Some of those places may become permanent sites for galleries or artists' studios - unless the space becomes too valuable for anything other than full commercial usage to be economically viable.

Ernst & Young, who now run Butlers Wharf on behalf of Midland Bank, are prepared for a reversion which could last five years. So, just like 20 years ago, Docklands' troubles are the art world's opportunity. It will be fascinating to see how this shifting alliance survives the recovery when it comes.

## Rostropovich's Prokofiev

BARBICAN HALL

The Barbican is plainly having a great success with Rostropovich's festival for the Prokofiev centenary. Again on Thursday, there was an eager full house - despite a programme that contained no guaranteed crowd-pleaser. Even the Second Violin Concerto, after all, plays a modest second fiddle to the brilliant First, as does the Sixth Symphony to the Fifth; and along with those less-loved siblings we got only the Russian Overture from 1936, which is universally neglected for reasons that became obvious almost at once.

The sole interesting feature of the "Russian" Overture is that it actually sounds to be Prokofiev's most bravely American exercise. David Nice's excellent programme note admitted that Prokofiev made a thinning-down version of the Overture the next year, but maintained that "it needs the resplendent forces of the original". On the contrary: since the piece is a loose ragbag of bland bottom-drawer material, the grossly over-orchestrated original adds aural injury to aesthetic insult. Where the far more baroque of the 1936 Second Symphony at least served authentically aggressive musical intentions, the parody for this Overture serves only to magnify its tastelessness and inconsequence.

As conductor, Rostropovich did his best for it, and the London Symphony too. The main works in the programme were of course vastly better music; and

while Itzhak Perlman was playing the Second Concerto, invasions compared with the First were banished from mind. As usual he was technically faultless, but beyond that he found speaking tones for all of his role - temperate, earnestly candid, conveying musical success with unshowy directness. Much of the material has a folk flavour which invites that, but it is a rare violinist who can exploit it so affectingly without resorting to tricks. There was a well-earned ovation.

Prokofiev's Symphony no. 6 was understandably received by Zdanov's gang in 1947 (what was its message meant to be?) and then relegated, brusquely and effectively. Since the ban crumbled, the Symphony has made decent headway in the repertoire: many things in it are pungent and memorable, and if the symphony "argument" is obscure there are enough springy, sprightly passages - however wry or grotesque - to keep the parade underway. This time, Rostropovich chose to give maximum value to the protesting howls, to curdled menace in the low brass (the tuba loomed unaccountably large), to blanched, irrefutable distress among the strings. If the idea was to present the Symphony as an vividly unhappy testament, he succeeded; but as to whether any guiding thread runs through it, he left us in the dark.

David Murray

## Noonbreak

FRENCH INSTITUTE, SW7

It seems a fascinating reflection on national tastes that Paul Claudel, one of the most important French playwrights of this century, should be so little known in the UK. Yet watching his 1948 play *Noonbreak*, in a lyrical new translation by Susanah York, I can see why.

Yasé, a young man, is the son of a Chinese official and a French woman. The play is a turn-of-the-century love affair between a lonely Hong Kong customs official and the beautiful wife of a rather suspect expatriate.

That does not mean that the play has no humour. The characterisation of the three men competing for Yasé's love is spiced with little absurdities. But there is a reverence for love itself that is almost embarrassing in its fervour, making connections between carnal and spiritual longings that are outside the range of the English theatre, and arguably of the English temperament.

Claudel (1898-1955) was a man of many parts: poet, diplomat, failed priest and playwright who invented his own irregular verse form for his plays. The language of *Noonbreak* is lush and melodramatic, floating off into abstraction and then wheeling back into passionate declaration.

In the first act, the four characters are beset on a slow boat to China, which becomes a metaphor for the aloneness of middle age; in the second, Yasé and her soulmate, Mesa, connect in

a Hong Kong graveyard, after he guiltily dispatches her husband to almost certain death; in the third, Mesa rediscovers Yasé shackled up with a worldly rubber planter as a native rebellion rages outside.

He remains her, and Elot Recond's elegant prose work, to Claudel's credit (and this too is pretty un-English) he is capable of creating romantic leads out of middle-aged characters. Yasé provides Susanah York with a marvellous vehicle, in which the mature passions of the woman are illustrated by the mature talents of the actress whose face is as lovely as ever, but whose voice has rounded and deepened with time. No wonder this is one of the plum roles of the French theatre.

There are good parts too for the men. Michael Thomas, as Mesa, has a glum, unworried quality which contrasts with the complacent virility of Tim Woodward's rubber planter and the dull insensitivity of Sam Cox as Yasé's husband. Yet for all its strengths, I cannot see this play becoming part of the English repertoire.

Claire Armitstead

INTERNATIONAL  
ARTS  
GUIDE  
TODAY'S EVENTS

**AMSTERDAM**  
Concertgebouw 20.15 Valentin Zuk, Dmitri Fershtman and Arielle Vermeide play piano trios by Haydn, Shostakovich and Schubert. Wed: Frans Bruggen conducts the Royal Concertgebouw Orchestra in a lunchtime concert of Mozart works, followed by an evening programme including the Piano Concerto No 25, with soloist Ronald Brautigam, also Thurs. Sat afternoon: Henry Lewis conducts a concert performance of Adriana Lecouvreur, with Margaret Price in the title role. Sat evening: Jessye Norman recital (6718 345).  
Muziektheater 20.00 Hans-Martin Schneid conducts Johannes Schaefer's production of *Leonora*, with Josephine Barstow as Leonora. Last performance on Thurs. Sat, Sun and next Tues: Nederlands Dans Theater (8255 455).

**BARCELONA**  
Gran Teatre del Liceu 21.00 Craig Smith conducts Peter Sellers' production of *La Nozze di Figaro*, with an all-American cast. Repeated on Wed, Fri and Sun. Sat: Lieder recital by Christa

**BERLIN**  
Staatsoper unter den Linden 19.00 Egon Bischoff's production of *Swan Lake*. Wed: La traviata. Thurs: Die Zauberflöte. Fri: Fidelio. Sat: Ariadne auf Naxos. Sun: L'Africaine (East Berlin 2004 782).  
Komische Oper 19.00 Rolf Reuter conducts Harry Kupfer's production of *Die Zauberflöte*. Tomorrow: *Swan Lake*. Wed: Idomeneo. Thurs: Tales of Hoffmann ballet. Fri: Entführung. Sat: Le nozze di Figaro (East Berlin 2292 555).  
Schauspielhaus 20.00 Ensemble Orlo in a programme including Honegger's Second Symphony and B.A. Zimmerman's Concerto for String Orchestra. Wed: Carlos Kalmar conducts the Berlin Symphony Orchestra. Thurs: Mozart programme with the Berlin Sinfonietta. Fri and Sat: Abbado conducts the Berlin Philharmonic (East Berlin 2272 261).

**BOLOGNA**  
Teatro Comunale 21.00 Song recital by Lucia Popp, accompanied by Irwin Gage. Tomorrow, Thurs and Sun: Riccardo Chailly conducts Hugo de Ana's new production of *Werther*, with Giuseppe Sabatini in the title role (529999).

**BRUSSELS**  
This week's events at the Palais des Beaux Arts include a piano recital tonight at 20.00 by Elisabeth Leonaika and a performance of Verdi's Requiem on Thurs by the Orchestra and Chorus of the Teatro Nacional de Sao Carlos, Lisbon. The conductor is Wolfgang Rennert and the soloists include Dennis O'Neill and Anna Tomowa-Sintow. On Fri, Ronald Zollman conducts the Belgian National Orchestra in music by Smetana and Dvorak, with Peter Frankl soloist. In Bartok's Second Piano Concerto (507 6200).

The Theatre National's new production of Georg Buchner's *Mothers Courage* tomorrow and *Beal* on Wed (2827 712). The Deutsches Theater Kammertheater has a new single-evening adaptation of the Henry IV plays on Wed and Thurs. John Gabriel Borkman on Fri (2871 226). The Maxim Gorki Theater has George Tabori's *Mein Kampf* tonight and Fri, and Chekhov's *Three Sisters*

on Sat (2082 748).  
West Berlin: The Schiller Theater's new production of *Moliere's Le Malade imaginaire* can be seen tomorrow, Thurs and Sat (3195 239). The Schauspielhaus has Shakespeare's *The Winter's Tale* tomorrow and Thurs, with Kleist's *Amphytrion* on Fri and Sat (860023).

**NEW YORK**  
Blue Note Jazz Club and Restaurant  
The club's guest artists are the Leann Ledgerwood Quintet, with shows at 21.00, 23.00 and 01.00. From tomorrow till Sun, there will be shows every evening at 21.00 and 23.30 by Jon Lucien and the New York Voices. Lucien became known in the 1970s for his sensual treatment of ballads. He moved out of the limelight in the early 1980s, after returning to his native Virgin Islands and then to Puerto Rico, but has now started recording again with a mix of jazz, R&B, calypso and Latin tunes. The New York Voices, a quintet with a powerhouse rhythm section, are one of the leading NY jazz vocal groups. Next week: Valery Mulligan Quartet, plus Milton Nascimento (181 W. 3rd St, 475 8592).  
Metropolitan Opera  
Tonight at 20.00, Leopold Hager conducts *Coel* fan tute with a cast led by Carol Vaness, Siegmund Cowan, Frank Lopardo and Carlos Feller, also Sat evening. Tomorrow and Sat afternoon: *La traviata*. Wed: *L'elisir d'amore*. Fri: *Entführung* (362 6000).  
New York Philharmonic  
In tomorrow's concert at Avery Fisher Hall, Midori plays

Tchakovsky's Violin Concerto in a programme conducted by Charles Dutoit. On Fri and Sat, Erich Leinsdorf returns for three weeks of Philharmonic concerts, starting with a programme including Richard Strauss' *Sonatina* for 15 winds (875 5030).  
City Ballet  
This week's repertoire performances begin tomorrow with three Balanchine choreographies, continuing daily till Sun. Next week: *The Nutcracker* (870 5570).

**PARIS**  
Opere Bastille 19.30 Final performance of Andre Serban's production of *The Fiery Angel*, conducted by Myung-Whun Chung. Fri: Heinz Holliger plays Bruno Maderna's First Oboe Concerto and conducts performances of his own music with Ensemble Contrechamps (4001 1818).  
Théâtre des Champs-Élysées 20.30 Jean-Claude Malgoire conducts a concert performance of Gluck's *Alceste*, with Claire Primrose, Francois Le Roux and Donald Litafer. Tomorrow: final concert of the Thibaud/Long piano competition. Wed: piano recital by Emile Naoumoff. Thurs: Valery Gergiev conducts the Orchestre National de France (4720 3637).  
Châtelet 19.00 Song recital by Della Jones, accompanied by Malcolm Martineau. Tues to Sun: daily performances of *West Side Story* (4028 2840).

**VIENNA**  
MUSIC  
Staatsoper 20.00 Berislav Klobucar conducts *Arabella*, with Karen Huffstodt and Bernd Weikl.

Chamber Orchestra  
of Europe

BARBICAN HALL

This orchestra of young people plays with freshness, love, vitality. It oughtn't to be counted exceptional, but it is - as long as stale routine bulks large in "normal" London orchestral concert-giving, music-making of the kind we heard on Friday evening will continue to carry about it an air of the magical.

In fact, there was no hocus-pocus about the performances, merely - a sense of mutual responsiveness between the conductor, Frans Bruggen, and the players, and a devotion to drawing out every ounce of musicianly energy from the scores. Such joyously sappy accounts of the Mendelssohn *Hebrides* Overture and the Schumann Fourth Symphony provided cruel testimony to how often one has heard these works treated as programme fillers - ploughed through, their colours standardised, their dramatic contours smoothed out, all sense of adventure removed.

Bruggen delights in contrasts. He and the orchestra achieve these not through brute extremes of dynamics, vulgar spurts of speed - not, in other words, through applied feats of platform showmanship - but by means of extreme concentration on details of phrasing and texture.

Listening to the bird-cries

and the breeze-whispers of the Mendelssohn, I had to remind myself that this was an orchestra of modern, not "period" instruments: the surface of the music was so captivatingly various and the substance of the sonority so well-ventilated.

The same was true of the Schumann, with the result that the often-derided scoring sounded uncommonly clear and balanced. (The exuberant yet unostentatious playing of the horn quartet was a constant bonus.) Bruggen's way with Schumann's tempo-markings may be quirky - some fast movements seemed slower than usual, and vice versa - but the overall build-up of momentum, which paid off in a glowing finale, suggested deep creative sympathy with his symphonic processes.

Between these two utterly exhilarating experiences, a satisfying one of the Mozart Sinfonia Concertante, K364. The leaders of the orchestra's first violin and viola sections, Marieke Blankenstijn (slightly nervous at times) and Diemut Poppen, brought a welcome feeling for chamber-music intimacy to their solo roles. It was perhaps only in comparison with the orchestra's Mendelssohn and Schumann that the last degree of dramatic characterisation seemed missing.

Max Loppert

## Julia Migenes

FESTIVAL HALL

When opera divas take off their motley and try to sing the music of contemporary life it is usually mutually embarrassing for both the star and her admirers. The over-enuciation in an artificially contrived voice of the potent words of cheap music by performers who lack grace and ease when deprived of their operatic character leads to stilted, unsatisfactory results.

Yet Julia Migenes, who caused a stir in the Earl's Court 7500 earlier this year, was a triumph at the Festival Hall on Friday night. Entering from the back of the stalls, a small figure with dreadlocks, swamped in evening tulle, the omens were not good. And when she embarked on a musical saga of her life, the fears grew. But as soon as she threw away her jacket to expose a lady body stocking of a bodice the relaxation was total. Ms Migenes is a cross-over artist of overwhelming style and accomplishment, capable of adapting a thrilling voice, and a spiky personality, to the intimacy of the concert hall.

Opera fans were out of luck. An aria from *Carmen* was all they got of Migenes at full throttle but she cleverly exposed the quality of her voice when she recalled her early days in New York. It was opera by day and Broadway by night and she interspersed snatches from *Madame But-*

*fly* and *Fiddler on the Roof* in one medley to make the contrast in her working life and the choice she faced. She went for opera but kept the common touch.

And she displayed her origins as a trouper with a mesmerising display of popular singing of the highest quality: Brecht and Weil, French chansons, Bernstein and Gershwin and a finale of Ellington - the choice of material was impeccable, the delivery straight and from the heart.

Julia Migenes is still young and fresh enough to sing for the occasion rather than to deliver a pre-packaged performance. There were no maudlin introductions; no outrageous flattery; no simpering personal indiscretions.

By the end she was that rarest of opera singers, one able to present a convincing advertisement for her art. Migenes' "Hello" was bolstered, not swamped, in her performance. "I'll survive", delivered on her knees and with every word hammered home, was as dramatic as anything I have ever heard. At a time when so many opera singers are turning to pop to bolster their pension funds it was reassuring to watch a child of popular music reviving her roots and at the same time stripping opera of its mystique.

Antony Thorncroft

Duke Ellington  
anniversary concert

The Duke Ellington anniversary concert takes place on Wednesday November 27 at the Purcell Room on the South Bank, London.

On this occasion trombonist Bob Hunt leads a seven-piece band playing some of Ellington's earliest compositions which were

written for his small bands. Alan Eldon (trumpet), Alan Barnes (reeds) and Dave Green (bass) are among the musicians in the Bob Hunt band.

Further details from Michael Webber, MW Promotions, 19 Netherland Gardens, London NW3 5RL.

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## FINANCIAL TIMES

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## The parting of the ways

IF READERS outside Britain are puzzled by the British debate about the European Community, let them rest assured. The British themselves are bemused. The explanation is simple. Divorce proceedings between Mrs Margaret Thatcher and the Conservative party are now well under way. This has temporarily destabilised the entire family of politicians.

For example, last week the government won a majority of 101 in parliament for its measured statement on the forthcoming Maastricht negotiations. In the normal course of events that ought to have settled the matter. It was clear from what was said in the house that all three national political parties want deals to be done on monetary, economic and political union, although both Labour and the Conservatives expressed reservations about specific items yet to be agreed. That should have concluded the debate, at least for the time being.

What has happened instead is that a great deal of noise and dust has been created by the antics of Mrs Thatcher and her small handful of remaining supporters, including Mr Norman Tebbit. With half a year or thereabouts to go before the next election, the Conservative government has become the target of seemingly incessant and increasingly intemperate attacks by its former leader. Her remarks on television on Friday night were particularly acidic.

## Demagogic appeal

It may be protested that in spite of this she is getting somewhere. Her call for a referendum on the single currency has struck a chord with the electorate, to judge by a weekend opinion poll. This quicksilver pay-off to what was essentially a demagogic appeal ought to be seen in context. The question was asked by the poll-takers last Friday and Saturday, when the media headlines were full of talk of a referendum. The answer was therefore predictable.

What also seems predictable is that Mrs Thatcher will remain determined to oppose any conceivable treaty on monetary union. She is sincere in her belief that joining a single

currency would be the end of British self-government, but she also appears to be motivated by an inability to see much merit in the regime that succeeded her. That is leading her out onto the same limb on which perch other great British dissenters, such as Mr Enoch Powell.

Mr Powell, then a Conservative, challenged his party at a time when Labour was against the EC. If you followed his argument, an anti-EC Labour government was preferable to a pro-EC Conservative administration. Mrs Thatcher has no such luxury of choice, for Labour is, if anything, more communitarian than Mr John Major's Conservatives. That helps to explain her late conversion to the idea of a referendum, the traditional refuge of losers.

All of this serves to explain the response to Mrs Thatcher's latest outburst. Many of her erstwhile colleagues and parliamentary supporters have begun to turn against her. Sir Norman Fowler, always a reliable loyalist while she was in office, has warned that she could lose the Tories the election. Sir Marcus Fox, a stalwart of the backbenchers' 1992 committee, and Mr Michael Jopling, one of her former chief whips, have also been critical.

## View confirmed

Many of those who rightly admire Mrs Thatcher for her great achievements while in office are now confirmed in their view that November 22 1990 was not a day too soon for her to go. The parliamentary party as a whole is naturally rallying around the prime minister, Mr Major. It may be assumed therefore that most Tory MPs will endorse whatever he brings back from Maastricht, whether it be a deal, which he wants, or a breakdown, which he does not.

None of that is particularly elevated. It does not address the question of the future evolution of the European Community in terms suited to a vision of a new continental order, the construction of which is too much to ask of islanders, most of whom have not endured the invasion of their national territory that has been the common experience on the mainland.

## Reform needed at Lloyd's

LLOYD'S of London faces a crisis of confidence among its members. A poll published yesterday shows that nearly a quarter of external members - people who put up the capital to underwrite insurance but who do not work in the market - regret having joined in the first place; nearly two-thirds would not recommend a friend to join today. The fact that Lloyd's is "greatly encouraged" by these findings shows the scale of the problem, as well as the importance of reform proposals which a special task force is due to deliver by the end of this year. Half a dozen urgent issues must be tackled. The first concerns members' unlimited liability to pay for claims if things go wrong. After a period of catastrophic losses and court settlements, this principle has brought financial devastation to many members: the poll shows that more than half think it should be abandoned.

Insiders in the market take a different view: they regard unlimited liability as a unique selling point, and the source of dynamism and innovation. Incorporation would be technically difficult and expensive, and would turn Lloyd's into just another boring - and not especially large - insurance organisation.

The alternative is to develop some way of limiting members' losses when they go above a certain point, something which in practice has already happened in the case of outrageous fraud. But it will be hard to persuade external members that they should bear part of the losses made by syndicates with which they have no connection. Three-fifths of them do not like the idea, according to yesterday's poll.

## Attractive feature

Another nettle which must be grasped is the cost of doing business at Lloyd's. Years ago this used to be one of its most attractive features, but its cost advantage has been eroded. The task force will have to decide how much value is added by the infrastructure, such as the system of members' agents, and the extent to which salaries and fees throughout the market are sufficiently linked to performance. Costs could also be reduced

if members' capital were used more efficiently. There are obvious prudential reasons for relating the amount of premiums which can be written to the risk capital available, but the perverse result is that in good times - when rates go up - less business can be taken on board. There may be more sophisticated ways of measuring risk.

The market also needs to find better ways of building up reserves against claims. Lloyd's regards this in good measure as a matter for the Treasury and the Inland Revenue. It is hoping for more generous tax relief on money raised in reserves, and it has a case to argue. But other changes within its organisation could also help.

## Annual accounting

One possibility would be to end the system whereby syndicates dissolve each year in order to establish equity between outgoing and incoming members. Instead, members could sign up for a minimum of, say, five years. Another would be to kill off the anachronism whereby Lloyd's reports its figures three years late. Annual accounting would be more transparent, and would give external members a better idea of where they stood. There is also a case for making a market in syndicate participation. Newcomers would pay a premium to join a quality syndicate with good reserves, and the possibility of capital appreciation might persuade more people to join at a time of poor profitability.

The task force will also need to look at the relationship between the market and its customers - limited at present by a system of Lloyd's approved intermediaries - and at questions of overall governance. Despite recent reforms, there remains a conflict between the role of the council as a regulator, and as a promoter of the marketplace.

There is a clear public interest in the future health of Lloyd's, and it is far from a lost cause. But it faces at least another year of terrible results, and continuing distress among its members. Unless it takes steps to reassure them soon, they will do everything they can to walk away.

Outside estimates of the Vestey family fortune tend to be exaggerated, hints Mr Tim Vestey, the 30-year-old who is now in day-to-day control of the operations of the private Vestey food-to-shipping empire. But even if press figures of up to £1.5bn for the family's collective wealth are wide of the mark, there is still something bizarre about the super-rich Vestey family taking a beguiling bow to the banks.

Until recently the family's appearances in the press were confined to the polo-playing activities and royal connections of Lord 'Sam' Vestey, one of two directors of Western United Investment Company, the ultimate holding company of the Vestey business empire; the other is the less flamboyant Edmund, father of Tim. But everything has changed since the Vestey family realised earlier this year that Union International, the biggest subsidiary within the Vestey group, was heading for a breach of borrowing covenants.

The problem arose partly from deteriorating trading conditions at Union, which runs the empire's food and property interests, and more specifically from the need to write down the value of unlet property developments by more than £50m. The question now is whether a band of 70-odd banks from all corners of the globe will agree to a set of proposals advanced by the Vestey family for the refinancing of Union's debts. These have been at a seasonal peak of more than £400m, but are expected to end the year only £20m higher than last year's net debt figure of £243m.

At first sight the troubles at Vestey look much less of a headache for the banks than those in the Maxwell empire, where another young and untutored family team has just assumed control of a complex multinational business. Leaving aside the potential for the Vestey family to inject further capital, Union International is unquestionably rich in assets. Last year it had £175m of largely unpledged property in the balance sheet at historic cost and a further £80m at recent valuations. Even after the property write-down in the current year Union is expected to have net assets (including the value of minority interests) of more than £130m.

That points to a tidying-over exercise in which the banks stretch out their loans - at a price - until the development properties are fully let and saleable (see below) and the remaining business is nursed back to health from an overall loss in the current year. And that is precisely what the Vestey family are asking for, while offering to sweeten the pill with £35m of fresh capital from Western United and tighter management control. This follows the election of Tim Vestey after a strategic review of the business in conjunction with outside consultants.

According to Tim Vestey the cost base has already been cut by £5m to £7m and will be cut further: poor performing and peripheral businesses are being sold, and the balance sheet of retail properties in the Vestey's J.H. Dewhurst butchers chain, which has about 5 per cent of the UK market, has not been ruled out. Two new top executives are being sought from outside the group to work alongside Tim Vestey and a merchant bank, shareholders, has been appointed to advise on the refinancing.

The Vestey empire, whose roots go back to the 18th century, was built on global production, processing, cold storage and distribution of food, writes John Plender. Each stage of that chain brought property into the family balance sheet, starting with pastures and ending with shops in the British high street, occupied by J.H. Dewhurst, the butchers. In recent decades the family has actively redeveloped its

surplus land and property assets around the world. All that changed in the late 1980s was that Union International became the main vehicle for the family's property efforts and stepped up the scale of its ambitions. It also started to buy development property from outside the group. The property provisions of

John Plender and Michio Nakamoto examine the property and currency problems at the private Vestey food-to-shipping empire

## A family's misfortunes

For the strategy to work, and for it to appeal to the banks, Union's core businesses have to be sound. The family is reluctant to reveal much about individual subsidiaries' profitability. Yet the evidence in the accounts at Companies House raises questions about the adequacy of the remedies so far proposed.

What emerges clearly is that Union International has been on a financial drip-feed since the family injected £100m into it in the mid-1980s. In 1986 Union bought another Vestey company, Commercial Properties, in exchange for shares valued at £55.4m. A similar exercise took place in 1988 when another family company, New Holding and Finance, valued at £88m, was inserted into Union. As the table shows, Union has derived most of its profits from selling off assets, mainly property, in all but one of the past seven years. Without such asset sales the core businesses would have revealed losses of nearly £20m in 1990, before the present crisis erupted.

An analysis of the balance sheet over the same period raises even bigger questions. At the start of 1985 Union had shareholders' funds, including minority interests, of just under £100m. By the end of 1990, before the property typhoon struck, the comparable figure was £200m. Yet in the interim, in a period when Union's core non-property business was profitable overall, the company had had the benefit of capital injections from family and outside sources of £222m and surpluses on asset sales of £95m. Somewhere along the way Vestey's core non-property business has disappeared from shareholders' funds. And while some of it can be straightforwardly explained - for example, by goodwill arising on acquisitions, capital redemptions, taxation and £23m of dividends paid to Western United - more than half represents a genuine loss of value.

The key to the black hole in Union's balance sheet lies in the movements on reserves, which is where much of the fall-out from hyper-inflation in the group's Latin American businesses winds up. So, too, does the fall-out from currency depreciation in Australia and New Zealand. Every year Union records in its balance sheet huge positive inflation adjustments and huge negative exchange rate adjustments. The net impact is always the same: a massive erosion of reserves, amounting to no less than £115m over the past seven years. In other words, a family meat empire once regarded as an invincible



Tim Vestey

## Union International

£million	1984	1985	1986	1987	1988	1989	1990
Pre-tax profits	16,640	6,511	11,012	15,946	19,259	23,029	12,565
Surpluses on disposal of fixed assets	3,346	9,524	7,608	7,837	10,388	17,928	32,268
Pre-tax profits (losses) excluding asset sales	13,294	(3,013)	3,404	8,109	8,890	5,106	(19,703)
Proceeds from disposal of fixed assets	23,032	32,576	35,115	27,873	23,053	31,030	100,336
Additions to fixed assets	44,364	45,841	39,797	31,850	104,221	51,505	75,207
Inflation adjustment to reserves	15,655	8,550	11,567	22,882	26,536	26,235	
Exchange rate losses charged against reserves		(48,605)	(22,453)	(32,715)	(23,874)	(43,500)	(59,479)
Net inflation adjustment & exchange rate losses charged to reserves (Total £117,201m)	30,950	13,903	21,148	992	16,964	33,244	

money-making machine appears to have turned into a massive drain on the family's capital resources.

The exchange rate problem arguably dwarfs the property problem. Unless it has been arrested - and there is nothing to suggest that it has - it also casts doubt on the adequacy of the £35m injection with which the family proposes to sweeten the refinancing deal. That £35m is equivalent to less than two years' worth of the

average annual rate of exchange rate loss of the past seven years.

In effect, lenders at holding company level are now being asked to bet substantially on currencies: to take on more of the risk inherent in the relentless currency depreciation in the primary producing countries where the Vestey empire operates. Before they agree to refinance the business, they have to believe either that currency depreciation is at an end; or

that the businesses in endemically weak currency countries can be disposed of without causing terminal damage to the balance sheet; or that the management is not only capable of returning Union to profit, but of generating enough profit after tax (and the increased interest the banks will require) to stop the continuing erosion of the capital base of the business.

There is no question that the problems are finally being addressed. Tim Vestey says that Union has ideas about how to minimise the Latin American problem. He has accepted that the business will have to shrink. And there is already in place what he calls a well-thought-out programme to re-focus on businesses that are seen as long-term winners.

While he declines to identify such winners directly, he expressed confidence in the potential of the retail meat business in the UK, despite its patchy recent record of both profit and loss. As for the UK slaughtering and processing business, British Vestey also has a patchy past record. Vestey argues that it is better placed than its smaller competitors to emerge profitably from an industry-wide consolidation in which British abattoirs are being forced to confront new EC hygiene standards.

At its simplest the banks are being offered the stick and the carrot. The stick is the threat of big write-offs if an administrator is appointed to break up the business. The carrot is the prospect of further proceeds from disposals if the Vestey family are given time to implement the rationalisation plan in full. Yet the attractions of the carrot are somewhat diminished by the company's awesome capacity to absorb capital. A remedy that would make obvious sense if Union were purely a property developer may be less obviously attractive for such a complex multinational trading empire.

The banks are also being asked to make a huge leap of faith in backing a young and untutored executive, with support from two as yet unnamed outside executives, in what appears to be one of the more formidable managerial challenges in British commerce. Nor are Tim Vestey and his minions solely preoccupied with Union. They have to handle the problems of another troubled Vestey company, Shipping and Insurance, owned by Frederick Leyland, which last year incurred net attributable losses of £2.2m. And there remains a question about the role to be played by the family old guard. Tim Vestey is not a trustee of the trust that ultimately controls the business and he describes himself as answerable to his father Edmund and to Lord Vestey, who control Western United. Plus ça change.

The larger lenders to Union are reported to be warning to the idea of allowing the Vestey family to buy time. And not without reason. Yet there are huge conflicts of interest between the different banks, most obviously between lenders to the holding company and lenders to the trading subsidiaries that are capable of servicing their debts. If the banks do manage to surmount these obstacles and spur the administration option it would not be surprising if support proved to be conditional on a more generous discount than the £35m that the family has so far put on offer.

Union, thereby injecting liquidity into the business. Last year Vestey family trusts bought Freshford property from J.H. Dewhurst for £10m and £10.7m of property assets from Union's Brazilian subsidiary.

The Vestey's personal interests also include extensive agricultural land in Britain. Stow Park in Gloucestershire, where Lord Vestey pursues his yem polo, is surrounded by 5,000 acres.

## Cracks in the façade

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## Red faces at Ripa

Most self-respecting business with century roots would have filed their accounts with Companies House long since and had their annual general meeting. Not so the civil servants' Royal Institute of Public Administration. It is a staff of 10,000 getting its figures to add up. As a result, this fine body, which loves nothing better than organising a good debate on how to run the country, has had to postpone its annual general meeting at short notice. It now has until the end of January to sort things out, or risk being in breach of the Companies Act.

With a staff of less than 10, and an annual budget of under £5m, running Ripa should hardly pose a major administrative challenge. But the combination of the Gulf War and the recession seems to have been enough to disrupt its financial affairs. However, on the more important matter of Thursday's post-lecture by former permanent secretary Sir Kenneth Stowe, members will be glad to know that it will go ahead as planned.

They say that bad figures take longer to add up. But an affable Michael Clarke, chief executive of the Local Government Management Board and Ripa's chairman, is well schooled in the art of the convincing civil service excuse. There is no question of Ripa being in the red, or heads rolling at its Birdcage Walk headquarters, he reassures. Pity, because it is the sort of episode which gives civil servants a bad name in the real world.

They say that bad figures take longer to add up. But an affable Michael Clarke, chief executive of the Local Government Management Board and Ripa's chairman, is well schooled in the art of the convincing civil service excuse. There is no question of Ripa being in the red, or heads rolling at its Birdcage Walk headquarters, he reassures. Pity, because it is the sort of episode which gives civil servants a bad name in the real world.

## Crossfire

Students of the art of writing the press release the chairman wants to read, might pick up a few tips from the rival publicity for last night's BBC Money Programme on Lloyd's

## OBSERVER

of London. It is hard to believe that both sides started with the same raw material - the first-ever independent survey of Lloyd's 26,000 members. The BBC hand-out led with the news that two-thirds of Lloyd's names say they will continue to support the organisation if it has not returned to profitability by 1994. Ten per cent said they were likely to resign over the next two years.

Lloyd's, by contrast, highlighted the fact that more than three quarters of its external members said they did not regret having become a member of the world's leading insurance market. It says that it is "greatly encouraged" by the membership survey. Of course it is.

## Going Dutch

Sweet city with her dreaming spires - Matthew Arnold's famous evocation of Oxford is not quite matched by the anonymous Dutch poet's newly penned ode on the charms of Maastricht as the venue of the European Community summit. The poem goes in part: Mushrooms, new cuisine, Ham and eggs, Bread and breckle. But the Dutch have always been more concerned with the inner man than the ethereal spirit anyway. And besides, Maastricht's professional publicists have done their best to give it a touch of verve by depicting it in their promotional blurb as "the Siena of the north" and "the Paris of the Benelux".

In the last analysis, however, Maastricht's hopes of luring the maximum number of visitors for the summit are vested in appeals to gut feeling. For instance, the city fathers have inspired local cafes each to adopt an EC country for the event. The Briantique serving proper breakfasts as well as puns of locally brewed ale.



"Another fine speech, prime minister"

For the EC leaders themselves, the gastronomic peak is lunch with Queen Beatrix at a neighbouring 300-year-old chateau, which might usefully be pressed into service for some of the discussions. Its grounds contain a Nato communications centre housed in an H-bomb-proof cave - just the place for a full and frank exchange of views on the community's defence arrangements.

## Rover's string

Warwick University is right to be proud of the strong ties it has forged with local business, particularly the car industry. However, the news that it is starting to dish out honorary professorships to its corporate sponsors seems a bit incestuous.

Rover chairman George Simpson has collected the first honorary industrial professorship; two of his Rover underlings, John Towers and Rob Meakin, have been made industrial fellows; and there will be plenty more honours to follow.

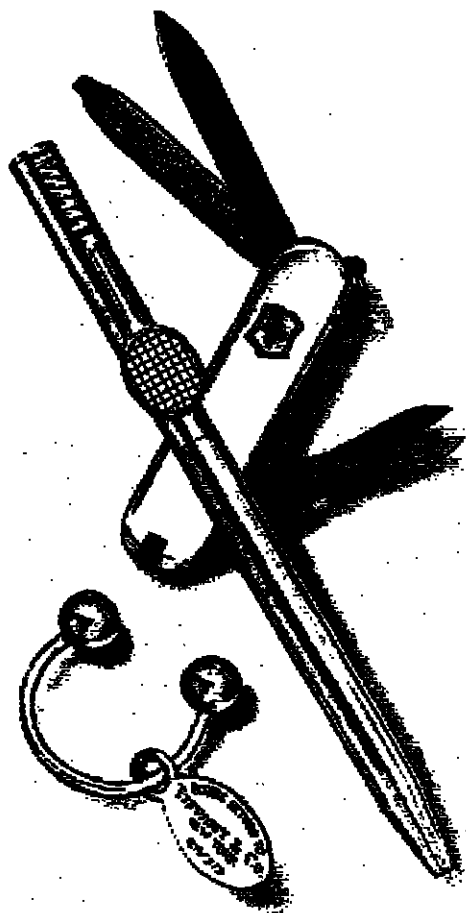
## Nalco's premiere

Who said that Britain's trade union barons don't know how to celebrate? Mike Nalco, the newly promoted president of the local government union Nalco, wanted to commemorate his achievements in "creative and unusual way". So he persuaded his union to commission a 13 minute organ solo.

David Bedford's "Say not the struggle naught availeth" had its first public airing at London's St Pancras Church last Friday. Nalco has a history of supporting the arts, but most of Nalco's predecessors have preferred paintings or sculptures. Nalco, a music lover, wanted to be different. However, he insisted his work of art was a happy ending. The last stanza shows that "at the end of what might have been a difficult period, there is still optimism for the future."

## Timeserver

A partner in a firm of chartered accountants called in a plumber over the weekend to deal with a water leak. The plumber took just ten minutes to do the job and charged £100. "Good heavens" exclaimed the partner, "that's even more than I can charge my clients for the same amount of time". "Yes," replied the plumber, "that's what I found when I was a chartered accountant".



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The pressures are unmitigated, and coming from all sides. In the past week it has become ever clearer that the one-party state of Kenya President Daniel arap Moi is gripped by an irreversible process of change. Whether it is violent or peaceful greatly depends on the president himself, a paternalist autocrat who will be reluctant to preside over his own political demise at the ballot box. The combination of internal opposition and external pressure coupled with the winds of change sweeping Africa make it apparent, however, that the country is heading for a multi-party democracy.

Events have stunned and weakened the government. There was a brewing row with Washington and Bonn over alleged diplomatic support for the pro-democracy opposition movement, a loose coalition rather than a formal party, which would not be allowed under Kenyan law. Mr Moi's two closest political confidants were named as prime suspects in the murder of Dr Robert Ouko, the former foreign minister. Widespread allegations were made about high-level corruption. The government arrested leading opposition figures and police used bullets, batons and teargas to disperse demonstrators.

Severe criticism by international donors of the government's poor performance on economic reform has undermined Mr Moi's administration. These concerns are likely to have a serious impact on aid levels, on which Kenya has become dependent. Government officials meet donors in Paris today to talk about the future of aid. In the past two years foreign aid has given Kenya \$1.6bn to plug its endemic external payments deficit, which last year was \$476m, and to meet the growing demands of its 17m people.

The government's response to the gathering crisis of credibility has been disturbingly intolerant. Western diplomats have been accused of having "masterminded and abetted the opposition", and Mr Moi has lambasted Kenyan critics as "anarchists".

Yet behind this rhetoric lies the beginning of a vision of peaceful political change that could provide for a stable transition to a multi-party democracy. In the past, Mr Moi has categorically ruled out political pluralism, saying that it would lead to tribal conflict and threaten Kenya's almost unique African record of 26 years of peace and stability. But recently he has spoken of a multi-party system within

## Kenya's crisis of credibility

Julian Ozanne and Michael Holman report on how the opposition is forcing the pace of change



President Daniel arap Moi: a paternalist autocrat who has called his critics 'anarchists'

"two to three years".

Sweeping cabinet and civil service changes in the past month have strengthened the hands of the liberal reformers in the regime. Mr Amos Wako, the attorney-general, Mr Bethuel Kiplagat, permanent secretary, ministry of foreign affairs, and Mr Ndolo Ayah, the foreign minister whose outspoken attack on the US ambassador is assumed to have been at Mr Moi's direction. A programme of gradual change is taking shape. An initial step would be the holding of parliamentary elections early next year, which, although under the one-party system, would be free of the rigging that characterised the last poll in 1988. Government officials believe this would produce an assembly with the popular support needed to allow it to act on a *de facto* constituent assembly to revise the constitution and restore democracy.

Legislation is already in parliament to review electoral boundaries and the voters register and to take measures to guard against what even senior officials describe as "blatant ballot rigging" in 1988.

Coupled with this political agenda the reformers are urging the president to take measures to curb corruption which threatens the economy. It has already dam-

aged the government's credibility with international donors and led to some suspension of foreign aid. The dismissal from the cabinet last week of Mr Nicholas Bwot is a clear sign of the increasingly powerful of the reformers. Mr Bwot is at the centre of the Kenyan corruption scandal - involving allegations of bank accounts held abroad by ministers and kickbacks sought from foreign contractors. He has been Mr Moi's most loyal ally, ally and business partner.

Others with tarnished reputations have also lost their positions, including Mr Joseph arap Letting, former cabinet secretary, Mr Ezekiah Oyugi, former permanent secretary in the Office of the President and Mr Charles Mbiyo, permanent secretary in the Ministry of Finance. They have been replaced with officials widely viewed as men of integrity.

While these changes have already been welcomed by both Kenyans and foreign diplomats, there are big questions over the reform initiative. Is President Moi personally committed to change and is he prepared to oversee the end of his one-party regime? Will the increasingly powerful opposition be able to achieve what it has yet to be tested. It remains an essentially middle-class, pro-capitalist group, divided on

agenda for change? Are the measures already under way enough to persuade donors that the government is serious about eliminating corruption and determined to tackle the distortions in the economy?

Many observers question whether the president is the right man to lead Kenya back to democracy. Mr Moi has presided over the erosion of the judicial system's independence, the growth of patronage and tribalism in appointments in the public sector. There has also been a further concentration of wealth in the hands of a small group of businessmen. Many of these are Asian and act as frontmen for a handful of powerful politicians and civil servants who use the president's name and his office to secure lucrative deals.

Kenya's economic growth has been a stark contrast to Mr Kenneth Kaunda, the former president of Zambia who conceded democracy, many Kenyans see a stark contrast in Mr Moi which may be incompatible with democratic change. The Forum for the Restoration of Democracy (Ford), the main opposition group, has been careful to build a movement drawn from all the important tribes in Kenya. However, its appeal to ordinary Kenyans has yet to be tested. It remains an essentially middle-class, pro-capitalist group, divided on

the pace and scale of reform. Mr Paul Muite, chairman of the Law Society of Kenya, represents the hardline views of many in the opposition by demanding Mr Moi's resignation and the convening of a national conference.

"Moi is 90 per cent of our problem," he says. "He must be forced out of office before we will have a genuine democracy with accountability, rule of law and economic progress."

Many of the less radical members of the opposition, such as veteran politicians Mr Martin Shikuku and Mr Masinde Muliro, who would have embraced Mr Moi's gradual reform plan a few months ago, are adopting a harder line in the face of harassment, arrest and the president's refusal to open a dialogue.

In economic matters, donors say they are looking for a much more concrete sign of the government's commitment to reform than in the past three years. The slowing of per capita economic growth last year to 1.1 per cent and the failure of the government to honour its promise to slash spending and reduce the budget deficit, now estimated at between 5.4 and 6.0 per cent of gross domestic product, has fuelled donor criticism.

The resort to domestic borrowing to finance the deficit has, with the exception of the shilling, pushed inflation to about 20 per cent a year. Corruption and nepotism are viewed by donors as big impediments to economic growth and foreign investment.

Together with the growing clamour for aid to be linked to democratisation and "good governance" these issues are likely to surface at the Paris meeting. If Kenya cannot persuade its donors that it is taking serious political and economic measures, a cut in aid levels is inevitable - with disastrous effects on the government's ability to promote economic growth.

Senior officials close to Mr Moi argue, with some justice, that donor morality is selective, singling out Kenya for an intense scrutiny which most African countries escape. Few countries on the continent have matched Kenya's record of stability and economic growth. The government has not defaulted on the country's \$5.4bn external debt. It is for these very reasons that donors may be applying a special yardstick to Kenya. It is not just that they want to see their money well spent. As many Kenyans themselves argue, their country's performance should be measured against its potential and not against the dismal record of most of Africa.

Samuel Brittan

## The postponement of recovery in the UK



If ever a cast-iron case could be made for fixed-term parliaments, it is provided by the present behaviour of the British economy.

The chancellor is doomed if he cuts interest rates to stimulate the economy and doomed if he raises them to protect sterling. If he cuts them he might be seen to put the ERM party at risk. If he raises them he increases market fears of a Labour election win. Doing nothing and relying on intervention is no more than the least bad choice available.

To say that John Major should have gone to the country in November is no real answer either. It is bad enough that governments are tempted to manipulate the economy for political purposes without being able to manipulate the election date as well. Nothing less than a fixed-term parliament, with escape clauses if the government loses its majority, will do.

Meanwhile, UK output has probably stopped falling, but hopes of an upturn have been postponed. "Probably", because the preliminary figures for non-oil real gross domestic product show a fall of a quarter of a per cent in the third quarter.

One reason for hoping that output has stopped falling is that the latest GDP figure is quite likely to be revised upwards. The CBI survey now shows an expectation of virtually no change in order books for seven months running. Even though surveys of expectation are now coming under similar suspicion to the economic forecasts, it is unlikely that they would be wrong for so many months in a row without a downward revision taking place.

The most depressed sector of the economy remains property and construction. But hopes of an offsetting improvement in retail sales have once more been dashed. Sales volume in the three months to October was slightly down over the previous three months.

Even the behaviour of stocks, which many forecasters thought would support the

economy, is none too reassuring. The fact that they have stopped falling supports demand in an arithmetical sense. But closer examination shows that this result is due to a fall in work in progress offset by a rise in retail stocks, which may be in large part involuntary.

The most encouraging features are exports and inflation. Examination of non-food producer prices shows a much lower level of inflation than generally realised, but the slowdown is taking its time to feed into the underlying Retail Prices Index. For encouraging export evidence one must move beyond the fluctuating three-month averages and look at trade over a longer period, as in the table. The CBI survey also shows that order books are less depressed and have recovered more in the export than in the home sector. It is also encouraging for output beyond the third quarter that the renewed rise in imports has come from higher raw materials and fewer imports, which have offset a fall in finished goods.

The realisation of the consumer should not be surprising, given the debt ratios shown in the chart, which are more than twice as high as at the end of the last recession. Some pause for reflection should not evoke panic government reaction. A more unexpected feature has been the tailing off in the rise in unemployment, more quickly than

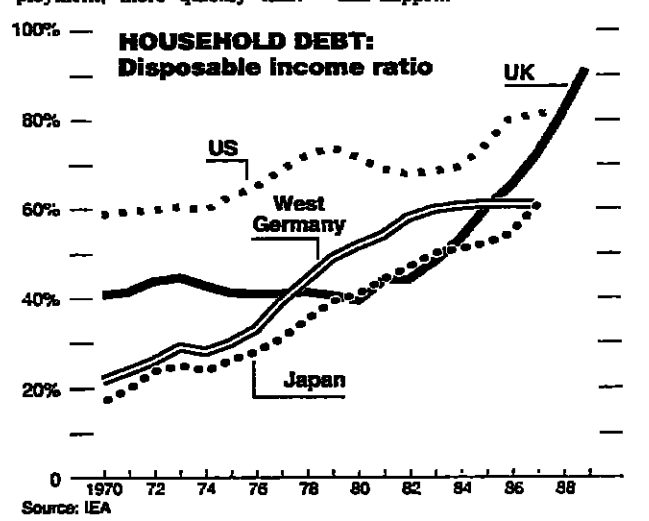
UK Trade: Teenagers' guide Volume % change (exc. oil and services)		
	Imports	Exports
1988	+7.1	+2.5
1987	-8.9	+7.5
1986	+14.6	+4.8
1985	+7.3	+9.3
1984	-0.2	-7.4
1983		
June-May	-5.0	+0.9
June-Oct	+2.6	+5.4

\*Over previous five months annualised Source: CBI

expected. Investment too may have stopped falling. How can this labour market behaviour be reconciled with the evidence of renewed manufacturing productivity growth, which is an aspect of lower inflation, at the wholesale level?

There is some suggestion that the UK economy is dividing into two sectors, as Japan did during its growth heyday. There is the sector subject to overseas competition, which is subject to the discipline of ERM and the stimulus of a flexible price mentality.

Then there is the domestic, predominantly service sector where productivity has been sluggish despite high investment and an inflationary mentality prevails. Eventually the dynamism of the first sector may spread to the second; but there is no easy policy handle that can be turned to make this happen.



Source: IEA

## LETTERS

### BT and credit card links

From Mr Tony J Vardy.

Sir, Unfortunately, the introduction to your report on BT's Chargecard development programme (November 20) gives a somewhat misleading impression of our plans. We are not moving into the commercial credit card business, and our plans have very little in common with AT&T's own combined telephone and credit card. We have no intention of starting ventures where we would compete with the banks and commercial credit card issuers. We are not in the same business as them. Accordingly we will not be turning our existing telephone Chargecard into a commercial credit card.

We do plan to accept commercial credit cards in payment of telephone calls, on a greater scale than at present. This is simply because BT believes that it is in everyone's interests for our customers to be able to pay for our services with the financial instrument of their choice.

In conjunction with the commercial credit card companies we are also looking at the possibility of adding the functionality of our BT Chargecard to their commercial credit cards, possibly with co-branding.

The report does correctly note that such a project would involve working with the financial community. We also see it as being fully compatible with our existing BT Chargecard. Tony J Vardy, director, services development, BT, New Garden House, 78 Hutton Garden, London EC1

### Currency

From Mr John Stoker.

Sir, Please allow me to endorse the puzzlement expressed by Mr Thomas Martini (Letters, November 20) with comment on that other emotive subject - currency denomination. I would like to see our politicians concentrate on serious constitutional issues. Otherwise, I fear that with the captain on the bridge saluting in the approved fashion, we may slide into a sea composed of our sole indigenous creation - the "pee". John Stoker, 17 Queens Road, Richmond, Surrey

### Where grounds for optimism exist in the US-EC divide on agriculture

From Sir Michael Franklin.

Sir, The International Policy Council on Agriculture and Trade would certainly endorse your conclusion ("Impasse on moving into the commercial credit card business, and our plans have very little in common with AT&T's own combined telephone and credit card. We have no intention of starting ventures where we would compete with the banks and commercial credit card issuers. We are not in the same business as them. Accordingly we will not be turning our existing telephone Chargecard into a commercial credit card.") that, given what is at stake and the efforts which have been made to find a compromise on agriculture in the Gatt, "failure to take the last step would be unpardonable". The council has sought throughout the long and tortuous negotiations to find ways which could bring the participants closer together and achieve a major degree of liberalisation in agricultural trade. It believes that "the basic elements for a credible agricultural result are now on the table" and that the essential political decisions must not be delayed.

If the issues which divide the US and the EC are indeed the ones you identify, then there must be good grounds for optimism. The dispute over the base period from which to measure the commitment to cut support is only another wrangle in playing with the figures and

jockeying to take most credit from the past. Better to start from where everyone is today.

The US wants the EC to limit its export subsidies to a certain volume of exports rather than by means of a budgetary limit. For a country so opposed to market sharing this is surprising. There are other ways of ensuring that the EC does not use the rate of subsidisation to world market prices rise. Anyway, it seems more important to have strict rules, eg: against targeting particular markets.

The longstanding demand for certain volume of exports protection against imports of cereal substitutes loses much of its impact if lower cereal prices makes them uncompetitive. But if in exchange the US can persuade the EC to go down the path of "tariffication" it would make a significant breach in the CAP protective system and be a worthwhile deal.

The EC is able to offer to lower its protection because it is proposing to go over to a system of direct payments to

farmers not all that different from the US deficiency payments system. It is hard to see the US agreeing to treat its own system as trade distorting and let the EC's new system be excluded from the reckoning. There is room for both systems to be more completely "decoupled" from production and perhaps this is something which could be achieved over the next few years.

Last, there is the question of what happens at the end of the next five years. That the process of liberalisation in agriculture ought to continue is clear. But better to have experience of working out the first phase - which will certainly be fraught with difficulty - before deciding what and how much to do next time.

Michael Franklin, 15 Galley Lane, Barnet, Herts EN5 4AR

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### Recession: the beginning of the end and the end

From Mr Douglas McWilliams.

Sir, Economists seem to have settled the definition of the onset of a recession - two consecutive quarters of negative growth. But there is no consistency of view on what defines the end of the recession or a recovery.

Because economic variables fluctuate erratically and the statistical measures of them fluctuate even more wildly, it makes sense to check that an economic trend is detected for more than one quarter before concluding that it is definitely under way. Hence the requirement for two quarters of decline before a recession is confirmed.

Using the same reasoning, may I propose that the start of a recovery is defined for technical purposes as the emergence of two consecutive quarters of rising output when coming out of a recession. Such a definition would be consistent with that of the onset of recession and would tie in with the common-sense view that recovery starts when the graphs point up. Yet the defini-

tion would require growth to take place for a sufficiently sustained period for the announcement of a recovery not to depend on only one possibly erratic reading.

For most people, a recession means that life is tough, with squeezed profits, rising unemployment and the risk of bankruptcy. On that basis, the onset of recovery does not mean the recession has ended. If you are a diver, your head may still be below water even when you are rising towards the surface. Some economists say that the recession does not end until the rate of economic growth has recovered to a rate in excess of its long-term trend. Such a rate would normally be associated with rising capacity utilisation and falling unemployment.

That is a perfectly reasonable way of looking at an economy, but it suffers from the difficulty of defining the long-term trend growth and from the fact that even when the economy has started to bounce back, unemployment levels, capacity utilisation and

trading conditions generally may be too uncomfortable for most people to accept that the recession has ended.

I prefer to define the recession as over when the economy has recovered to its previous level of output - analogous to the diver's head breaking the surface of the water.

Applying these definitions to the current UK economic cycle, there is a 50/50 chance that output, measured by GDP, will rise in the fourth quarter of this year which, in conjunction with the rise already registered for the third, gives the necessary two quarters to confirm that a recovery has started. But the recession will not end before the second half of 1992, even using the chancellor's own forecasts as published in the Autumn Statement. And many independent forecasters are less optimistic than he is.

Douglas McWilliams, chief economic adviser, Confederation of British Industry, Centre Point, 103 New Oxford Street, London WC1

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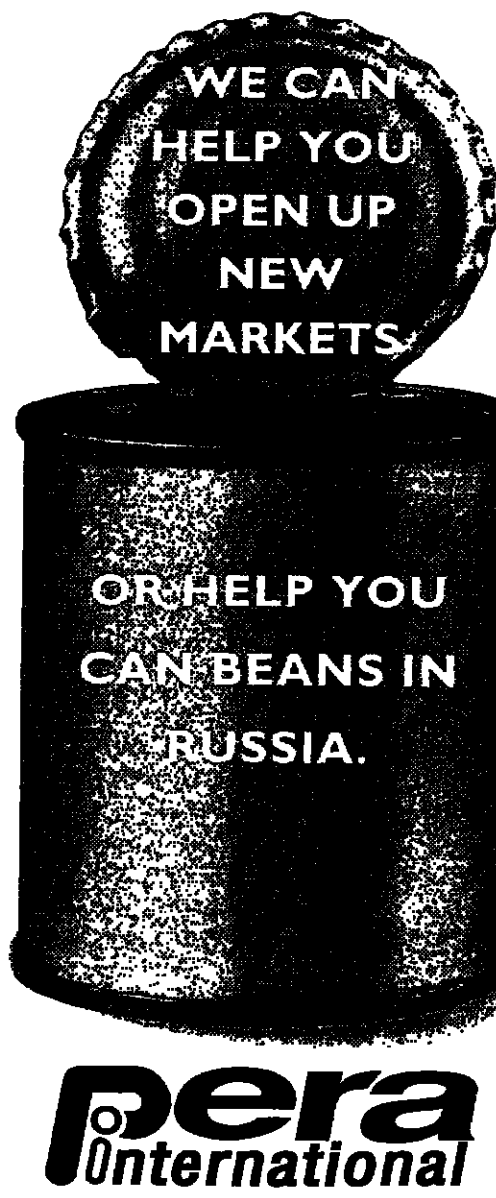
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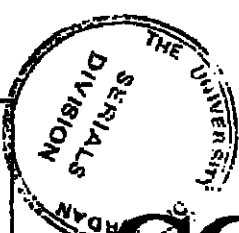


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## INSIDE

### Walker offers to repay £60m



Mr George Walker (left), founder and former head of the struggling UK leisure group Brent Walker, has made a formal offer to repay £60m (\$105m) over a period of five years to six bank creditors, in a move designed to forestall any potential bankruptcy proceedings. Page 18

### Out of the jaws of defeat

S-E Bank, Sweden's leading commercial bank, has been defeated in its attempt to create a pan-Nordic financial group linking with insurance. However, out of the wreckage the outlines of an insurance conglomerate are emerging which could dominate the Nordic region and become the fifth largest in the European insurance industry. Page 19

### Sterling's slide clouds bonds



The UK government bond market has been basking in a sunny climate for much of this year. Sterling has been stable within the ERM this year, but the sharp weakening of the pound in the ERM last week came as a rude shock to the optimists. Page 20

### Mixed reaction to rates rise

Last Monday's rise in French official interest rates, the first for two years, sent the domestic bond market reeling, but analysts agree the long-term outlook is good. Page 20

### San Paolo seeks L1,250bn

Istituto Bancario San Paolo di Torino, soon to be Italy's biggest bank, has confirmed it should also be one of the best-capitalised, following plans for an initial public offering offering to raise a minimum L1,250bn (\$1,04bn). Page 19

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## Maxwell family assets may cover debt

By Bronwen Maddox

THE VALUE of assets in the Maxwell family's private companies covers their debt of around £800m, (£1.4bn), a report presented to Maxwell bankers this morning is believed to indicate. Around 30 banks to Mr Robert Maxwell's private companies, led by National Westminster, the UK clearing bank, this morning begin formal meetings lasting for several weeks, from which will emerge whether the Maxwell family can continue to own the Daily Mirror newspaper.

The preliminary report prepared by Bankers Trust and Coopers & Lybrand Deloitte, the accountancy firm, suggests initial valuations for businesses ranging from a North Sea helicopter company to Israeli and East German newspapers and Thomas Cook USA, the US travel business, as well as Maxwell Communication Corporation and Mirror Group Newspapers, the two publicly-quoted companies. The estimates will underpin the first item on the meeting's agenda - whether the Maxwell companies have enough unmo-

gaged assets to back up loans now in default. Bankers who have seen collateral for loans damaged by the collapse in MCC shares, are demanding more security as a condition for a temporary standstill on repayments. Swiss Bank Corporation, which called in the Serious Fraud Office after Mr Maxwell's death when collateral for one of its loans was sold, is also seeking fresh collateral. It is adamant its claims should come ahead of unsecured creditors.

Bankers yesterday appeared willing to consider giving SBC an early exit from the negotiations, "particularly if that led to the closing of the SFO file", one said. Mr Kevin Maxwell, who has taken responsibility for the Maxwell family's private finances since his father's death three weeks ago, will today lay out options for an orderly but rapid sale of many private interests. The most troublesome asset is the private companies' 68 per cent stake in MCC, the publishing company now valued on the

stock market at £233m. Bankers will discuss with Mr Kevin Maxwell the possibility of holding an auction of MCC as an alternative to separate sales of Macmillan and Official Airline Guides, its two main subsidiaries. The speed and price achieved in sales of private assets will determine whether the Maxwell family can keep the two assets they most want - Mirror Group Newspapers and the New York Daily News. MGN is the private companies' most valuable asset and the fami-

ly's 51 per cent stake is now worth £255m. Bankers yesterday said it was theoretically possible to raise money by issuing a bond convertible into Mirror shares, while allowing the Maxwells to keep control. However, in practice this was "way down the list of options". It might not be attractive to bondholders without a high coupon, a drain on cashflow, and security against the Mirror titles - but the banks would object to any subordination of their debt.

## Andrew Baxter reports on JCB's link with Sumitomo

### Former rivals join forces in the trenches

On a blustery day in the Derbyshire hills in northern England earlier this month, eight Japanese-made crawler excavators were put through their paces on ground that, until recently, was enemy territory.

Their tracks encased in heavily-churned mud, the entire crawler excavator range of Sumitomo Construction Machinery was ploughing up a test site normally used by JCB Excavators (JCB) - one of the brightest stars of the British post-war mechanical engineering industry. JCB, an independent, family-owned company, has a record on innovation, product development and marketing know-how that gives it more right than most British engineering companies to cock a snook at the Japanese.

So there was surprise in March when JCB announced a joint venture with Sumitomo Construction Machinery to form Sumitomo-JCB Excavators. The new company, which will be based in JCB's Uttoxeter plant from the third quarter of next year.

Mr Martin Coyne, managing director of the joint venture, says the aim is to build a 10 per cent share of the European crawler-excavator market by the mid-1990s, equating to sales of perhaps £45m (£75.6m). Achieving that will depend on a similar combination of talents to that being discussed by Italy's Fiat-Allis, Deere of the US and Japan's Hitachi Construction Machinery for the European mar-

ket. The European company's distribution network links with the overseas technology and product range to create a new force in the market and put pressure on smaller players.

As has happened in other sectors of engineering, these tie-ups recognise the Japanese technology lead and the enormous expense to match it. But unlike, for example, the machine tool sector, where Japanese producers have achieved technological and marketing leadership in tandem, European construction companies' dealer networks are a big attraction to the Japanese.

But the JCB-Sumitomo venture has a significance beyond the construction equipment industry. It could provide a formidable test for the European companies that supply the industry with its pumps, hydraulic rams and other parts. Already there are rumblings from suppliers worried they may not get a look in.

Mr Coyne points out that the venture is not the thin end of the wedge towards Japanese control of the Staffordshire company. For its first such venture in its "home market" of Europe, JCB has 51 per cent control.

But, while the deal is limited to one product type, Mr Coyne stresses it is intended as a long-term arrangement in a sector where Japanese producers have taken a 30 per cent of the world market in unit terms.

Even in a recession that has dented its domestic market, JCB retains a strong measure of



EUROPEAN CRAWLER EXCAVATOR MARKET SHARES 1990

CAT/Mitsubishi	2,326	18%
Fiat/Hitachi	2,182	17%
Komatsu	1,856	13%
Case Poclain	1,616	12%
Liebherr	1,130	9%
Others	4,233	31%
TOTAL	13,143	

self-confidence, and does not easily admit to shortcomings. But its own crawler excavator range, now out of production, was limited and never achieved the popularity of its stable product, the backhoe loader. By the late 1980s, says Mr Coyne, JCB realised that to remain a world player in the industry, it needed an effective range in a product type which, because of its mobility and versatility, accounts for £10bn of the £45bn world market for construction and mining equipment.

Following a route dug in 1987 by Caterpillar, the world's largest construction equipment producer, via an excavator joint venture with Mitsubishi Heavy Industries, JCB determined to tap into the technological expertise shared by Japanese producers and their parts suppliers, and nourished by a home market that takes 62 per cent of the 92,000-unit world market for crawler excavators. The UK-made excavators will have better engines like their Japanese counterparts, but Mr Coyne says he has not shut the door on European suppliers who can make other "large lumps" of

proprietary equipment competitively. Even so, UK and continental suppliers face an uphill battle when the new venture can buy some parts for 30 per cent less from Japan.

All the big machining centres at Uttoxeter will be Japanese. Sumitomo can buy Japanese machine tools for 30-40 per cent less than JCB or other European customers.

Sumitomo's high-technology crawler excavators range from 7 to 45 tonnes weight, and the smallest and largest will probably continue to be brought in from Japan as they are sold in smaller quantities in Europe.

Mr Coyne says the venture, and JCB indirectly, will benefit from the unified Japanese approach to design and production. His deputy, Mr T. Osuka, spent 11 years in production and designed Sumitomo's next range of crawler excavators.

Sumitomo gets plenty out of the deal, too. It is an unknown name in European construction equipment, lagging behind its higher rivals Mitsubishi, Hitachi and Komatsu. That has not been for want of trying - in 1989 it came close to buying Benati, an Italian producer, before being

pipped at the post by the Fiat-Hitachi joint venture.

Sumitomo gains access to JCB's European network, and the UK company's name, which will appear prominently on the excavators' lift-arm. It will also benefit from the UK company's after-sales service.

At first glance, the sales target looks ambitious in the middle of a recession, but Mr Coyne believes the venture can take market share from smaller producers.

The venture's pan-European approach should give it an advantage over producers who are more dependent on a single national market, he says. Yet one of the companies JCB will be up against is Liebherr, strong in Germany which has taken on a new significance since reunification.

Mr Coyne concedes the venture will have to succeed in Germany to achieve its target. But perhaps there will be room for one new player in Europe if Germany and, later, eastern Europe help lift sales of crawler excavators from 13,000 units last year to 16,000 by the end of the century, according to forecasts collated by the UK manufacturer.

## News Corp wins 3-year extension from banks

By Patrick Haverson in New York

NEWS Corporation, the debt-laden media group, has taken the next important step in the restructuring of its debts by winning a three-year extension and more favourable terms for \$3.3bn in loans from its main banks.

Mr Rupert Murdoch's media group earlier this year persuaded more than 100 banks to agree to a refinancing of total group debt of \$7.6bn (now equivalent to \$8.3bn). Under the latest plan, the group has already completed a private placement of \$180m of convertible preference shares and the public offering of a \$5 per cent interest in the group's Australian commercial printing and magazine operations for \$500m. The next steps in the refinancing programme will include the sale of 16.1m American depositary receipts (ADRs) and 5m ordinary shares to US and international investors, the sale of \$300m in senior 10-year notes, and an increase in bank loans. However, these moves depend on the successful outcome of talks with current lenders.

News Corporation said on Friday the terms of its existing \$3.3bn bank loans were renegotiated to provide the group with greater flexibility on payment of dividends, making investments and issuing long-term debt securities, the proceeds of which would go to the banks.

If it meets debt reduction targets set by the banks, News Corporation will also be able to retain some money earned from asset sales and equity financings for working capital purposes. The extension and the more favourable terms, however, have been granted subject to News Corporation meeting prepayment obligations by the banks.

## BA may seek 80% of venture with KLM

By Charles Leadbeater, Industrial Editor, in London

BRITISH AIRWAYS might own as much as 80 per cent of a joint holding company it is considering setting up with KLM Royal Dutch Airlines to run their merged passenger airline operations.

The groups are discussing plans to merge operations to create Europe's largest airline. The merged airline would be controlled and managed by a holding company, which BA

and KLM would jointly own. The airlines would retain separate legal identities, stock exchange quotations and shareholding structures.

The two airlines would be paid dividends by the holding company to pass on to their shareholders. The chances of the merger being approved by aviation regulators in Europe and the US would be heightened if the parent companies

retain separate identities. Executives acquainted with the talks believe BA will press for up to 80 per cent of the joint company, and will accept no less than 70 per cent, on the grounds it is almost three times the size of KLM with a market capitalisation of £1.6bn and a financial performance likely to be stronger.

The ownership split of the joint holding company is likely to be the most contentious issue. Dutch trade union officials last week suggested the holding company might be equally owned. A large share for BA would almost certainly provoke Dutch trade unions and some KLM managers to complain of a takeover.

However, these criticisms may be allayed by plans to give KLM a larger role in management of the merged operations

than implied by the shareholding split. Under plans for the merger, the two airlines would be equally represented on the board with special voting rules to protect BA's dominance.

Merged management functions would help substantial cost savings. At least £500m (£885m) a year could be saved within two years from BA and KLM's combined costs (about £5.5bn in 1990-91).

Private industry's R&D contribution is less than in India and only slightly higher than in Mexico.

Canada also has a dismal education and training record, with a school drop-out rate of about 30 per cent and functional illiteracy in 38 per cent of adults.

Mrs Sylvia Ostry, a former head of the OECD's economics department and now chairman of the Centre for International Studies at the University of Toronto, says that Canadian business has so far responded disappointingly to the currency shock, preferring to complain rather than mend its ways. Mrs Ostry thinks another jolt will be needed to goad it into action.

Another crucial element will be a shift in attitude. As Mrs Ostry said in a recent speech: "If we want high wages and a broad array of public goods, then efficiency in both the private and public sector must be a prime objective."

Some encouraging signs are emerging. Unions in several hard-pressed industries have agreed to reopen labour contracts and accept concessions. A public outcry greeted Ontario's decision earlier this year to triple the provincial budget deficit.

The question is whether the emphasis on restraint and productivity will survive beyond the end of the present recession.

## Canada steps up its drive for solutions

LAST week Canada reported its first monthly trade deficit in 15 years. Although the setback was an aberration caused by a civil service strike which disrupted grain exports, the raw figures and the explanation lead to the same conclusion: slipping productivity is badly denting Canada's competitiveness in world markets.

The problem has been recognised for some time. The 20 per cent jump in Canada's unit labour costs between 1987 and 1990 was the highest among the G-7 countries. Productivity increases have slowed from an average of 2 per cent a year in the 1980s to 0.7 per cent in the 1970s and 0.2 per cent in the 1960s, again the worst G-7 performance.

What has changed in recent months is that the drive for solutions to the problem has moved into high gear.

The government and a business lobby group have just paid a million dollars to Prof Michael Porter, the Harvard economics guru, for an analysis of Canada's slipping competitiveness.

The 300-page study does little more than adapt to Canada the theories and solutions which Prof Porter proposed in his best-seller, *The Competitive Advantage of Nations*. He worries about Canada's tardiness in adding value to its natural resource base, and about the heavy concentration of foreign-owned "branch plants" which have little incentive to

innovate. By drumming up publicity for what Ottawa calls its "Prosperity Initiative", the Porter report has helped lay the foundation for what is likely to be a key pillar in the election campaign of Mr Brian Mulroney, the prime minister. But it has infuriated some of Canada's leading economists.

Not surprisingly, they would have liked the money for their research. But they also question whether an analysis which covers little new ground and offers few concrete suggestions will make a tangible contribution.

However, the real impetus for change is coming not from academic studies, but from two shocks to Canadian business and labour.

First, the free trade agreement (FTA) with the US, which came into effect in January 1989, is exposing Canada to unaccustomed competition from bigger, more efficient US producers. Also, the Canadian dollar has soared from an all-time low of just in excess of 69 US cents in early 1986 to its current level of 88 cents. Last

month, it briefly bobbed above 90 cents.

The exchange rate reflects an unusually independent monetary policy in recent years by the Bank of Canada. Canadian interest rates traditionally track the same contours as their US counterparts, with a premium of one to two percentage points to compensate for stronger inflation.

month, it briefly bobbed above 90 cents.

But the Bank of Canada acted far earlier than the Federal Reserve to curb inflationary pressures in the latter stages of the last boom. The spread between Canadian and US interest rates widened to as much as six percentage points last year. Canadian banks' prime lending rate peaked at 14.75 per cent.

The combination of the strong dollar and high interest

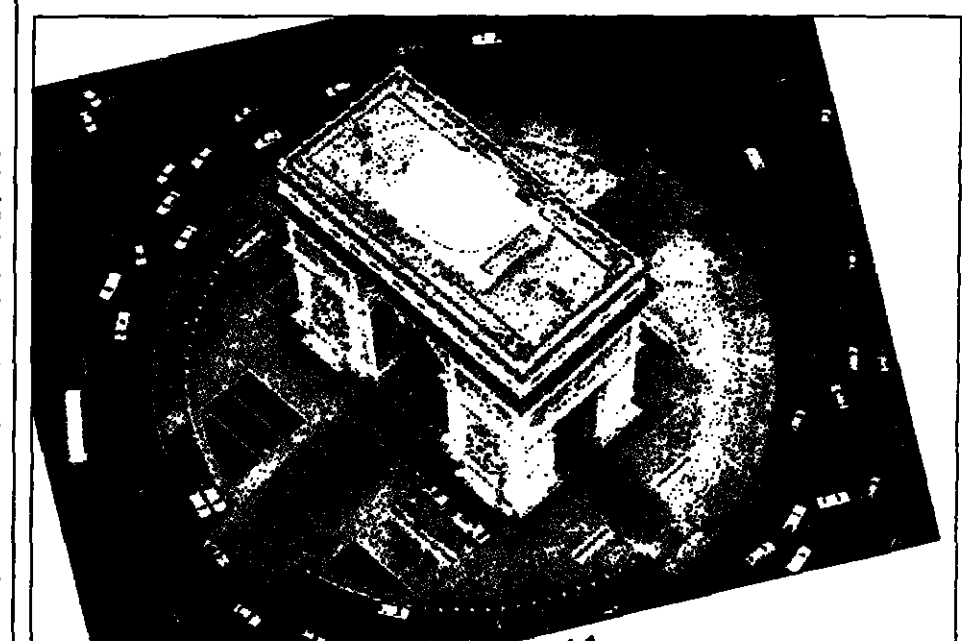
rates plunged Canada into a deep recession than the US. But the long-term benefits of the central bank's tight monetary policy are slowly becoming apparent.

Wage increases for unionised workers averaged only 3.3 per cent in the third quarter, down from 5.5 per cent in 1990. Price inflation has slowed to an annualised rate of less than 2 per cent (excluding the ripple effects of a 7 per cent value-added tax imposed last January).

To translate these gains into a more competitive industrial base however, also requires a number of far-reaching structural changes.

Toronto-Dominion Bank concluded last week in one of a mushrooming array of studies that "even though lowering the dollar would offer the manufacturing sector some much-needed help, a sharp devaluation would not solve Canada's problems in the long term."

Canada's spending on research and development in recent years has been about half that of the US and Japan, relative to the size of its econ-



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## COMPANIES AND FINANCE

## George Walker moves to stave off bankruptcy Bank creditors offered £60m back over 5 years

By Tracy Corrigan

MR. GEORGE WALKER, founder and former head of the struggling leisure group Brent Walker, has made a formal offer to repay £60m over a period of five years to six bank creditors, in a move designed to forestall any potential bankruptcy proceedings.

On Friday, a writ was issued against these same six banks for wrongful inducement of breach of contract; Mr Walker will sue them for putting pressure on the company to oust him.

The repayments would rely on two main sources: any receipts from Mr Walker's claim for wrongful dismissal, and any revenues from Rautsan-Saga, Mr Walker's French chateau would be channelled to the banks, according to Mr Walker's lawyer, Ms Denise

Kingsmill, a partner of DJ Freeman.

Mr Walker was forced to step down as chief executive of the financially distressed company at the end of May, and is suing the company for wrongful dismissal.

Meanwhile, the company is to make a further attempt to remove Mr Walker, and his wife Mrs Jean Walker, formerly head of the hotels and leisure division, from the board. On Friday, the board agreed to seek shareholder approval to vote them out. The vote will be held within a month's time.

The 20-page debt repayment proposal, which was presented to the banks last week, followed demands by banks for repayment of the debt. With a "reasonable proposal" by Mr

Walker on the table, a court would now be unlikely to look favourably on any bankruptcy proceedings against Mr Walker, according to Ms Kingsmill. She added that the bulk of the debt had been incurred by Mr Walker or by family trusts in an effort to keep the company afloat. For example, the family trusts put £30m into a £101.5m convertible bond issued last November at the time of the company's standstill agreement with the banks.

The banks involved in discussions on the refinancing of the company have made Mr Walker's removal a condition while Mrs Walker's refusal to sign particulars of the refinancing agreements have made her vulnerable to removal. Both are no longer in executive positions.



George Walker: writ issued against the six banks

## Veba profit just ahead to DM614m at nine months

By David Waller in Frankfurt

VEBA, the German chemicals, utilities and trading group, has lifted net profit for the first nine months of 1991 by DM54m to DM614m, (€212.4m) an increase of over 1 per cent. Sales rose by nearly 11 per cent to DM44.13bn against DM39.44bn.

The Düsseldorf-based group said that the contribution from the chemicals side of the business was "unquestionably down" over the same period last year, reflecting growing pressure on income and sustained competition.

There was no profits breakdown but the company said that other businesses, especially oil, had registered profits increases and the group was set for a good result for

the full year.

While sales in the chemicals sector increased by a modest 2.8 per cent to DM7.97bn (DM7.68bn), the oil division saw a near 16 per cent jump in sales to DM9.24bn compared with DM7.97bn.

The company attributed this surge to a combination of higher prices and higher volumes.

Turnover in the trading division rose by 18.8 per cent to DM14.67bn, in part because of increased activity in distribution of fuel and building materials.

The company said it invested DM2.61bn in fixed assets in the first nine months, compared with DM2.46bn in the same period last year.

## Wills' £4.3m provision for Hawkes disposal

By Richard Waters

WILLS Group, the marketing services and automotive products manufacturer, has set aside £4.3m in provisions to cover the costs of disposing of its Hawkes group of trade finance companies.

The charge, taken as an extraordinary item, contributed to a £5.3m post-tax loss in the 18 months to June 30. Wills, which was changing its accounting reference date, had already taken a £935,000 charge against Hawkes in its previous year's period, to December 31 1989.

Mr David Massie, chairman, blamed under-investment and the recession for a loss of nearly £14.5m on turnover of £22.7m in the 18-month period.

## Ricoh tumbles 59% to Y7bn in sluggish markets

By Steven Butler in Tokyo

PRE-TAX profits of Ricoh, the Japanese camera and office equipment company, fell by 58.5 per cent to Y7.08bn (€30.5m) in the six months to end-September.

Sales fell in each of the company's main product divisions.

Like many other export-oriented companies, Ricoh was hit by the high value of the yen and generally sluggish market conditions.

Group sales fell by 3.1 per cent to Y333.6bn and exports by 17.2 per cent to Y26.5bn.

At the operating level profits fell by 91.4 per cent to Y1.18bn. The cost of materials fell more slowly than the value of sales, while sales and management expenses rose.

Sales of photocopy and facsimile machines fell from Y203.4bn to Y197bn while those from information processing equipment declined from Y101bn to Y94.8bn.

The poor performance at the operating level was partially offset by better earnings in non-operating accounts.

Share repurchase losses for many companies were much more severe a year ago. Net earnings declined by 49.1 per cent to Y4.68bn, and an unchanged interim dividend was declared at Y3.

Business conditions were expected to continue to be difficult. Net earnings for the year were projected at Y9.5bn, compared to Y14.4bn last year.

## Bass sells yeast technology for £18m

BASS, the brewing, pubs and hotels group, has sold its 81 per cent interest in Delta Bio-technology to the BOC Group for a cash consideration of £18m, including repayment of £7m loans.

Delta, with net assets of some £5m, was founded by Bass in 1984 to exploit its expertise in yeast technology. Bass will participate in future earnings linked to Delta's performance. Delta, which has yet to commence trading, incurred a net loss of around £8.5m for the 12 months ending September 30.

The sale was part of the Bass strategy of disposing of non-core businesses.

The balance of Delta's equity, currently owned by the BOC Group, is being sold to BOC.

## Kenmare's £1.7m from rights misses target

By Kenneth Gooding

Kenmare Resources, the Dublin-based natural resources exploration group, raised £1.7m (£1.6m) from a rights issue but has missed its target of £2.4m.

However, Mr Charles Carroll, chairman, said the sum raised would enable the company to move ahead with the Anacapa graphite project in Mozambique.

The funds raised would allow USM-quoted Kenmare to use some element of project debt "which is in any case far more common than all-equity in the mining industry," he said.

Mr Carroll said Kenmare hoped to complete debt arrangements in March next year.

## Sun Life holders receive warning of lower dividends

By Norma Cohen, Investments Correspondent

SUN LIFE shareholders who do not choose to sell their shares to Rockleigh, the newly-formed company now bidding for them, could risk receiving smaller dividends in the future.

That was the warning sent to shareholders in a letter from Sun Life's independent directors giving their reasons why shares should be tendered to Rockleigh, the company recently formed by Societe Centrale Union des Assurances de Paris (SUA) and Transatlantic Holdings.

"There is a risk that Rockleigh's influence could result in a smaller proportion of Sun Life's earnings being distributed in the future than in the past," the letter said.

UAP and Transatlantic, via Rockleigh, now own 68.8 per cent of Sun Life. They have offered to purchase the remaining outstanding shares for £11.60 each, valuing the company at £790m.

Attached to the letter was an independent valuation of Sun Life from Bacon and Woodrow, consulting accountants, which valued the company at £796m, equivalent to £11.66 per share, marginally below the offering price.

The letter also pointed out that Sun Life's business prospects were better than had been earlier believed. In the second half of the year, based on unaudited management

accounts, new business for the 10 months to the end of October 1991 was 50 per cent higher than the year 1990. In the first six months of 1991, it was 37 per cent higher than the year before.

The independent directors said they did not intend accepting the offer in respect of their own beneficial holdings representing 0.02 per cent of Sun Life's share capital.

The letter was intended to help shareholders make their own minds up about the offer, which is conditional on Rockleigh being able to acquire only 123.183 additional shares.

The letter noted that as a result of the majority of shares being held by Rockleigh, liquidity may well reduce sharply, making it more difficult to sell shares later.

Furthermore, the number of shareholders may fall to the point where the London Stock Exchange de-lists the shares altogether, making it even more difficult to sell them.

## Evered Bardon sells Pisani

Evered Bardon has continued to reduce debt by withdrawing from non-strategic activities through the sale for \$620,000 cash of Pisani, wholesaler of polished granite, marble and decorative stone.

### DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corpus - pending payment	Total for year	Total for last year
E Surrey Water - Int	3.65	Jan 16	3	3	8
McCarthy & Stone - Int	0.51	Mar 4	0.5	1	1

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. \$USM stock.

### NOTICE OF REDEMPTION

To the Holders of

## The Industrial Bank of Japan Finance Company N.V.

£30,000,000 11% Guaranteed Bonds Due 1995  
guaranteed by The Industrial Bank of Japan, Limited  
(the "Bonds")

NOTICE IS HEREBY GIVEN that, pursuant to Condition 5(a) of the Bonds, The Industrial Bank of Japan Finance Company N.V. (the "Company") will redeem £3,500,000 principal amount of the Bonds on 31st December, 1991 at the redemption price of 100% of their principal amount.

The serial numbers of the £3,500,000 principal amount of the Bonds drawn for redemption in accordance with Condition 5(a) of the Bonds are as follows:

10	462	857	1178	1993	2012	2402	2800	3189	3635	4056	4589	5048	5581
16	465	865	1186	1994	2027	2409	2815	3192	3674	4097	4576	5051	5589
24	471	868	1193	1913	2035	2410	2818	3198	3678	4099	4588	5063	5592
29	480	869	1206	1913	2072	2413	2821	3206	3682	4102	4591	5066	5602
42	486	883	1207	1918	2081	2425	2833	3217	3688	4101	4591	5066	5602
50	492	903	1218	1937	2086	2440	2877	3227	3695	4114	4604	5119	5614
54	491	900	1213	1925	2089	2443	2880	3230	3700	4117	4607	5122	5617
118	513	919	1235	1976	2102	2470	2892	3240	3708	4118	4609	5121	5616
126	515	920	1241	1979	2103	2475	2901	3244	3717	4125	4616	5128	5623
127	507	923	1243	1983	2108	2487	2923	3264	3728	4130	4621	5133	5628
130	530	933	1261	1993	2126	2500	2934	3282	3768	4170	4669	5172	5634
131	544	939	1269	1999	2127	2501	2935	3283	3769	4171	4670	5173	5635
134	546	952	1279	1712	2153	2524	2945	3299	3776	4194	4683	5177	5636
135	569	985	1309	1715	2159	2530	2950	3299	3779	4212	4703	5199	5651
170	572	996	1304	1736	2169	2543	2964	3298	3789	4216	4711	5201	5656
171	573	997	1305	1737	2170	2544	2965	3299	3790	4217	4712	5202	5657
177	582	974	1316	1733	2175	2549	2970	3308	3798	4225	4720	5210	5664
185	600	1001	1320	1787	2187	2569	2973	3332	3804	4218	4731	5220	5674
187	611	1004	1331	1789	2190	2572	2976	3333	3805	4219	4732	5221	5675
192	616	1011	1333	1791	2193	2575	2979	3334	3806	4220	4733	5222	5676
196	635	1012	1360	1825	2204	2587	2985	3340	3842	4212	4739	5226	5679
197	638	1019	1361	1826	2205	2588	2986	3341	3843	4213	4740	5227	5680
297	647	1024	1392	1843	2229	2599	3001	3434	3833	4269	4833	5268	5698
300	651	1032	1393	1844	2230	2600	3002	3435	3834	4270	4834	5269	5699
317	653	1033	1333	1853	2254	2627	3017	3435	3875	4267	4838	5271	5702
327	658	1036	1423	1872	2260	2628	3018	3440	3887	4268	4839	5272	5703
329	667	1041	1438	1890	2279	2641	3042	3493	3889	4275	4870	5283	5709
330	670	1042	1439	1891	2280	2642	3043	3494	3890	4276	4871	5284	5710
332	676	1053	1464	1948	2295	2646	3060	3499	3908	4284	4882	5304	5726
333	679	1054	1465	1949	2296	2647	3061	3500	3909	4285	4883	5305	5727
334	684	1065	1472	1912	2302	2650	3077	3516	3931	4287	4893	5324	5737
354	695	1068	1475	1917	2311	2655	3100	3520	3942	4292	4904	5329	5742
357	707	1076	1481	1920	2316	2658	3105	3523	3947	4295	4907	5332	5745
371	715	1078	1489	1925	2324	2662	3105	3547	3943	4436	4907	5321	5747
372	718	1079	1490	1926	2325	2663	3106	3548	3944	4437	4908	5322	5748
373	721	1081	1492	1928	2327	2665	3108	3550	3946	4439	4910	5324	5750
374	724	1082	1493	1929	2328	2666	3109	3551	3947	4440	4911	5325	5751
428	754	1152	1579	1977	2318	2725	3123	3621	4013	4474	4996	5423	5782
430	764	1157	1584	1981	2320	2728	3124	3624	4015	4506	4998	5425	5784
432	764	1158	1585	1982	2321	2729	3125	3625	4016	4507	4999	5426	5785
433	806	1146	1558	1998	2322	2730	3126	3626	4017	4539	5013	5477	5789
441	833	1169	1572	2003	2401	2717	3186	3648	4052	4534	5024	5530	5794
460	836	1172	1573	2011	2402	2718	3188	3652	4056	4535	5040	5536	5799

Payment of the redemption price will be made against surrender of the Bonds in the manner provided in the Conditions of the Bonds at any of the following Paying Agents:

The Industrial Bank of Japan Trust Company  
243 Park Avenue, New York, NY 10167  
(for payment of principal only)

The Industrial Bank of Japan, Limited  
Bucklersbury House, Walbrook, London EC4N 8BR

The Industrial Bank of Japan (Luxembourg) S.A.  
3b, Boulevard Du Prince Henri  
B.P. 52, L-2010 Luxembourg, GD de Luxembourg

Industriebank von Japan (Deutschland) A.G.  
Niedenzu 13-19  
6000 Frankfurt/Main, Germany

Morgan Guaranty Trust Company of New York  
Avenue des Arts 35, 1040 Brussels, Belgium

Morgan Guaranty Trust Company of New York  
15 Place Vendôme, 75001 Paris

Swiss Bank Corporation  
1 Aeschenvorstadt, 4002 Basel, Switzerland

All Bonds to be redeemed should be presented for payment together with all coupons appertaining thereto maturing on or after 31st December, 1992 failing which the amount of any missing or unexpired coupon will be deducted from the sum due for payment and will be payable as provided in the Conditions of the Bonds. Interest on the Bonds to be redeemed will cease to accrue from 31st December, 1991. The coupon for 31st December, 1991 should be detached and surrendered for payment in the usual manner.

Payment pursuant to the presentation of Bonds for redemption within New York, New York, or other payment made within the United States, including a payment made by transfer to a United States dollar account maintained by the payee with a bank in the United States, may be subject to reporting to the United States Internal Revenue Service (IRS) and to backup withholding of 20% of the gross proceeds if a payee fails to provide the payee with an executed IRS Form W-9 in the case of a non-U.S. person or an executed IRS Form W-9 in the case of a U.S. person. Those holders who are required to provide their correct taxpayer identification number and who fail to do so may also be subject to an IRS penalty of U.S. \$50. Accordingly, please provide all appropriate certification when presenting the Bonds for payment.

THE INDUSTRIAL BANK OF JAPAN TRUST COMPANY  
as Fiscal Agent

Dated: November 23, 1991

CROSS BORDER M&A DEAL				
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Blockbuster Entertainment Corp (US)	Cityvision (UK)	Video rental	£75m	Agreed bid
Dow Europe (US)	Chemické Zavody Sokolov (Czech)	Chemicals	£30m	Dow taking 51% stake
Scapa Group (UK)	Scandialeit (Sweden)	Printing products	£35m	Agreed cash deal
McDonnell Douglas (US)/ Taiwan Aerospace (Taiwan)	JV	Aircraft manufacturing	£1.1bn	McDonnell needs finance
Morgan Crucible (UK)	Carbon Technologies (US)	Carbon components	£5.8m	Payments over 5 years
Morgan Crucible (UK)	Fulmer (US)	Components	£3.5m	Performance related price
Outokumpu Metals & Resources (Finland)/ Placer Dome (Canada)	JV	Precious	n/a	Africa/east Europe venture
Crompton & Knowles (US)	Ste des Colorants d'Oiseil	Dyes	n/a	ICI disposal
FMC Corporation (US)	Unit of Ciba-Geigy (Switzerland)	Flame retardant chemicals	n/a	UK disposal
FMC Corporation (US)	Unit of Ciba-Geigy (Switzerland)	Water treatment chemicals	n/a	UK disposal



## COMPANIES AND FINANCE

## Nordic insurance giant reborn

Robert Taylor and Karen Fossli report on the future of Skandia

The first steps are under way to creating a pan-Nordic insurance giant capable of competing with the strongest in deregulated post-1992 Europe.

They result from the SKR4bn (\$688m) deal struck on Friday by Skandia, the Swedish insurance giant, and S-E Banken, Sweden's leading commercial bank, with Uni-Storbrand, the recently created Norwegian insurance conglomerate, and Hafnia, the Danish insurance group, to sell most of its 28.2 per cent share option in Skandia, Sweden's largest insurance company.

The agreement signals defeat for S-E Banken's attempt to create a pan-Nordic financial group linking banking with insurance. However, out of the wreckage the outlines of an insurance conglomerate are emerging which could dominate the Nordic region and become the fifth largest in the European insurance industry.

Nevertheless, the tangled saga at Skandia looks far from over. It is true that 83.8 per cent of Skandia's shares will be in the hands of Nordic insurance companies including not just Uni-Storbrand and Hafnia but Pohjola, the Finnish insurance company which already owned 10 per cent of Skandia.

But events are moving much faster than the main players would have liked. "This has not been the most perfect timing for us," admitted Mr Jan Erik Langangen, Uni-Storbrand's chief executive yesterday. "But these are opportunities on which you have to act."

With a 25 per cent stake in Skandia by next February, Mr Langangen is set to become the company's leading force with his maxim: "If you are strong you can choose your partner. If you are not, you will be chosen."

He told the Financial Times yesterday he has three clear objectives for Skandia. To "improve the basis of Skandia's earnings to convince Uni-Storbrand shareholders it is a good investment". In the first half of this year the company's profits fell by 99 per

cent to SKR7m from SKR151bn a year earlier, although this was a misleading slide because the interim 1990 results included the SKR1.48bn sale of Skandia's headquarters.

● To "develop synergies" between Skandia and the other Nordic insurance companies that are now its majority shareholders.

● To "build a competitive Nordic structure, competitive both in the region and in the rest of Europe".



Bjorn Wolrath: fought against any planned merger

Uni-Storbrand and Hafnia intend to place 8.8 per cent of the shares with both an unnamed Finnish insurance group and another leading European insurance company, as part of the deal with S-E Banken. Mr Langangen made it clear yesterday that talks were continuing with several possible European partners but he hoped a decision would be reached in the next fortnight.

However he was not prepared yesterday to offer any public support for the existing Skandia leadership. The new owners would insist on direct company board representation. Meanwhile the immediate public reaction from Mr Bjorn Wolrath, Skandia's chief executive, to Friday's deal does not suggest a speedy outcome to his company's uncertainties.

Not only did he not know until the last moment what was going to happen to S-E Banken's share option but he has yet to be given any clear

indication from Skandia's new shareholders of how they foresee its future. His talks this week with Mr Langangen and Mr Per Hansen, chief executive of Hafnia, may help to clarify the outlook.

Mr Wolrath fought against any planned merger between S-E Banken and Skandia with considerable success from the moment of the bank's share option purchase but his apparent victory may well turn out to be pyrrhic.

The irony is that Mr Wolrath had earlier displayed the ambition to build up a pan-Nordic insurance giant from Skandia's power base. He told the Financial Times in September 1990 he wanted to create "the total Nordic insurance company with common computer centres, co-ordinated management training and other natural forms of teamwork" as well as establish a direct presence for Skandia in the European Community.

But now it looks as though it is Mr Langangen and his allies who have acquired the position to fulfil that ambition. "The new ownership structure could give new possibilities," admitted Mr Wolrath, but he does not disguise his unease about the latest turn of events. Indeed, he has suggested one of Uni-Storbrand's primary aims in acquiring a dominant stake in Skandia is to end the activities of Skandia's Norwegian insurance subsidiary

Vesta, which has around 15 per cent of Norway's insurance market and poses a competitive threat to Uni-Storbrand on its home territory. It is unclear this weekend what will happen to Vesta.

Hafnia also has problems as a result of its purchase of Skandia shares. Clearly this signals the end of the Danish company's role in the country's largest insurance company, Bactica Holdings, where it has acquired a 33.7 per cent majority stake.

While S-E Banken will retain 4.9 per cent of Skandia's shares, Mr Langangen ruled out yesterday any fresh attempt at creating a banking insurance giant in the aftermath of S-E Banken's failure. "There will be no cross-shareholdings with S-E Banken. Nor a merger," he explained. He recognises the activities of banking and insurance should remain apart.

For S-E Banken the effects of its retreat could prove painful. Mr Bo Ramfors, the bank's chief executive, confessed that the Skandia option had proved a failure which could inflict a loss to the bank of up to SKR700m, as well as being a personal setback for him.

The bank's first-half profits rose by more than 30 per cent to SKR3.14bn, far better than expected. But S-E Banken reckons credit losses for this year alone will total around SKR3bn. In fact, S-E Banken is not pulling out completely from the insurance business. Last Friday it announced it was forming a new life insurance company to be called S-E Banken Forsikring.

However, this is small consolation for the abandonment of the bank's Nordic dream of a banking-insurance giant breaking down the barriers between financial services and strong enough to compete in post-1992 Europe. The next few weeks will determine whether Skandia's new owners will be able instead to construct a pan-Nordic insurance group with a strong continental European presence.

## Court may urge more details on Wagons-Lits bid

THE BRUSSELS commercial court will decide today whether Accor, the French hotel group, should reveal more information about its FR2.25bn (\$407m) bid for Wagons-Lits, the Franco-Belgian travel company, writes Andrew Hill.

The court has also agreed to accelerate the procedure for its in-depth examination into the details and value of the bid. Analysts believe a final decision in favour of the small shareholders would not only force Accor to rethink its bid, but also clarify Belgium's two-year-old takeover law.

Three groups of shareholders have brought cases against Accor and Société Générale de Belgique, the minority partner in the bid, with the eventual aim of forcing a rise in the takeover price to FR12,500 a share from FR6,650.

During summary hearings last Friday, lawyers for a group of institutional investors claimed the Accor/Société Générale 117-page offer document was "practically dumb" on the future strategy of Wagons-Lits. Accor's lawyers argued it was not up to the commercial court to question the decision of the banking commission, the Belgian takeover authority which approved the document.

On Friday, the court will begin to examine the substance of two other cases - one brought by Deminor, a small shareholders' action group, the other by Sodexho, the French catering company which owns 5 per cent of Wagons-Lits. The minority holders want judgment before the bid closes on December 5, or failing that December 18, the last date shareholders should be paid.

## San Paolo plans L1,250bn share issue

By Hagl Simonian in Milan

ISTITUTO Bancario San Paolo di Torino, soon to be Italy's biggest bank, has confirmed it should also be one of the best-capitalised, following plans for an initial public equity offering to raise a minimum L1,250bn (\$1,040m).

San Paolo will be the second bank to take advantage of the new Amato Law, under which public-sector banks can float up to 49 per cent of their ordinary shares. After completing the lengthy legal procedures to become a joint stock company, Banco di Napoli launched the first deal of its kind this month to raise L400m.

The San Paolo transaction,

which is expected to take place next April, will be much bigger, raising the bank's capital to L6,250bn from L4,900bn at present.

The first tranche of shares, worth L1,000bn in nominal terms, will be reserved for staff and is expected to be issued next February. The second tranche, comprising 125m shares at a nominal value of L10,000 each, will be floated. Around two thirds of the issue will be sold in Italy and the rest abroad.

The actual sum raised will depend on the issue price yet to be set. However, the shares are

likely to be priced at an appreciable premium over their nominal value. After the issue, about 20 per cent of the bank's capital will be quoted.

The issue consortium will be led by Mediobanca, the Milan-based merchant bank. Salomon Brothers, Hambros and the Suez group, the US, UK and French financial institutions with which San Paolo has close links, are also likely to feature prominently in the deal.

San Paolo has equity stakes in all three companies, and it is expected that they will now take reciprocal stakes in the bank itself.

## McDonnell Douglas lines up customers

By Paul Betts, Aerospace Correspondent

MCDONNELL Douglas has begun lining up potential launch customers for its new 44m MD-12 three engine airliner to be developed in co-operation with Taiwan Aerospace and possible other Asian partners.

Mr Robert Hood, president of Douglas Aircraft, the US group's commercial aircraft division, disclosed in Singapore that he expected Japan Air Lines, China Airlines and EVA, the airline owned by Taiwan's Evergreen shipping group, to be among launch customers. He also said Federal Express, the US parcel group, was a likely launch candidate for the MD-12. Delta Airlines, the Atlanta-based carrier and a traditional McDonnell Douglas customer, has also shown considerable interest in the MD-12 although it is also looking at competing widebody aircraft.

Mr Hood expects Mitsui, the

Japanese trading house with a 6.1 per cent stake in the Japanese carrier Japan Air Systems, to play a role in the \$4bn MD-12 project. But he could not say at this stage if Mitsui would play a role as a launch customer or as an equity partner.

McDonnell Douglas' intense negotiations to forge a partner-

ship with Asian investors to help launch the MD-12 programme by next spring to enable first deliveries of the new airliner in 1997 are increasingly being described in the US aerospace industry as an effort by the US company to set up what one official described as "an Oriental Airbus".

## NRI TOKYO BOND INDEX

December 1993 = 100	PERFORMANCE INDEX				
	21/11/91	12/12/91	12/12/91	26/12/91	26/12/91
Overall	105.51	6.86	105.40	159.57	155.18
Government Bonds	105.51	5.99	105.49	157.68	153.61
Non-Government Bonds	105.51	6.27	105.74	161.49	156.97
Bank Deposits	105.51	5.99	105.49	157.68	153.61
Real Estate	105.51	5.99	105.49	157.68	153.61
Equity	105.51	5.99	105.49	157.68	153.61
Foreign Bonds	105.51	5.99	105.49	157.68	153.61
Government 10-year	105.51	5.99	105.49	157.68	153.61

1 Estimated per yield

Source: Nomura Research Institute

ISSUE OF UP TO US \$ 600,000,000  
BANQUE FRANCAISE DU COMMERCE EXTERIEUR  
FLOATING RATE NOTES DUE 1996  
OF WHICH US \$350,000,000 IS BEING ISSUED AS THE INITIAL TRANCHE

In accordance with the provisions of the above mentioned Floating Rate Notes, the rate of interest for the period November 21, 1991 to May 21, 1992 has been fixed at 4.9175% per annum.

The interest payable will be US \$1,243.03 on each Note of US \$50,000 and US \$ 6,215.17 on each Note of US \$ 250,000.

BANQUE INTERNATIONALE A LUXEMBOURG  
Société Anonyme  
FISCAL AGENT

## THE BUSINESS SECTION

Appears Every

Tuesday &amp; Saturday.

Please contact

Melanie Miles on

071-873 3308

or write to her at

The Financial Times,

One Southwark Bridge,

London SE1 9HL.

MORGAN STANLEY INTERNATIONAL  
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We take pleasure in announcing the successful completion of the first phase in the relocation of our London offices to:

25 Cabot Square  
Canary Wharf  
London E14 4QA

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Telex: 8812564

For all numbers it is possible to use either prefix -513 or -425.

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The rest of the firm will be moving in three further phases, full details of which will also be published here.

## MORGAN STANLEY

November 25, 1991

A member of The Securities and Futures Authority.

## U.S. \$100,000,000



## Allied Irish Banks plc

Undated Floating Rate Notes  
Subordinated as to payment of principal and interest

Interest Rate	5 1/4% per annum
Interest Period	25th November 1991 25th May 1992
Interest Amount per U.S. \$100,000 Note due 25th May 1992	U.S. \$266.88

Credit Suisse First Boston Limited  
Agent

ANZ Bank  
Australia and New Zealand  
Banking Group Limited

A.C.N. 005 357 522

(Incorporated with limited liability in the State of Victoria)

U.S. \$200,000,000

Floating Rate Notes due August 1994

Notice is hereby given that for the Interest Period 22nd November, 1991 to 24th February, 1992 the Notes will carry a Rate of Interest of 5.26563 per cent. per annum with an Amount of Interest of U.S. \$137.49 per U.S. \$100,000 Note and U.S. \$1,374.91 per U.S. \$1,000,000 Note. The relevant Interest Payment Date will be 24th February, 1992.

Bankers Trust Company, London Agent Bank

## CITICORP

U.S. \$100,000,000  
Adjustable Rate Subordinated Notes  
Due November 28, 1997

Notice is hereby given that the new Rate of Interest on the subject Notes has been fixed at 6.3% for the period November 26, 1991 to November 26, 1993. Value of Coupons numbers 7 and 8 in respect of each US\$5,000 nominal amount of the Notes will be US\$315.00 and in respect of each US\$25,000 nominal amount of the Notes will be US\$1,575.00.

November 25, 1991, London  
By: Citibank, N.A. (CSDI Dept.)

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The notice is issued in compliance with the requirements of the International Stock Exchange of the United Kingdom and the Republic of Ireland (Interstock) and the London Stock Exchange. It is a notice to inform investors of the availability of information to the public in relation to the share capital of Burn Stewart Distillers PLC. The notice is issued in accordance with the provisions of the Companies Act 1985 and the Companies (Miscellaneous Provisions) Act 1988.

Burn Stewart  
DISTILLERS PLC

Burn Stewart Distillers PLC's principal activities are the distillation, blending and bottling of Scotch whisky and other alcoholic beverages in Scotland and their sale in the United Kingdom and export markets.

PLACING AND INTERMEDIARIES OFFER  
of 21,500,000 ordinary shares of 10p each at 140p per share, payable in full on application.

MORGAN GRENFELL &amp; CO. LIMITED

## Share Capital

Immediately following the placing and intermediaries offer, the total number of ordinary shares of 10p each will be 99,500,000.

Morgan Grenfell & Co. Limited and Citicorp & Co. announce that under the Placing, 10,000,000 ordinary shares were placed on behalf of Morgan Grenfell & Co. Limited by Citicorp & Co. with its clients. In addition, applications in respect of a further 11,500,000 ordinary shares were received from employees of Burn Stewart which have been satisfied in full out of the shares made available under the intermediaries offer on an all-or-none basis. The arrangements set out in the notice are subject to the following particulars.

Morgan Grenfell & Co. Limited and Citicorp & Co. announce that the Intermediaries Offer was 3.21 times subscribed with applications in respect of 34,194,500 ordinary shares being received from intermediaries for the remaining 10,000,000 ordinary shares available. Ordinary shares have been allocated to intermediaries pro rata to their applications, with intermediaries being allocated approximately 31.10 per cent. of the numbers of shares for which they had made application.

It is expected that reasonable levels of acceptance will be posted today, Monday, 25th November, 1991 and that dealings will commence tomorrow, Tuesday, 26th November, 1991.

## NOTICE OF REDEMPTION

## HUDSON'S BAY COMPANY

10% Debentures due 15 February 1994

Notice is hereby given that, pursuant to the terms of the Trust Indenture dated as of 15 February 1979 between Hudson's Bay Company (the "Company") and The Canada Trust Company, as Trustee, as supplemented by a Supplemental Trust Indenture dated as of 28 February 1989 between the Company and Montreal Trust Company of Canada providing for the resignation and replacement of The Canada Trust Company by Montreal Trust Company of Canada, as Trustee (where Trust Indenture and Supplemental Trust Indenture shall herein collectively be referred to as the "Trust Indenture"), the Company will redeem on 15 February 1992, all of the outstanding 10% Debentures, due 15 February 1994 (the "Debentures") at a price of 100% of the principal amount. Payment of the redemption price will be made in lawful money of the United States upon presentation and surrender of such Debentures together with all unexpired coupons to one of the Paying Agents listed below:

BANK OF MONTREAL  
11, rue du Commerce  
Montreal, Quebec, Canada, H5A 1A1

BANQUE GENERALE  
DU LUXEMBOURG, S.A.  
14 rue d'Alger  
L-2281 Luxembourg

MORGAN GUARANTY TRUST  
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100 Broadway  
New York, N.Y. 10036

SWISS BANK CORPORATION  
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CH-8001 Zurich

perspectives







## INTERNATIONAL CAPITAL MARKETS

# JAPANESE RETURN TO THE ITALIAN SYNDICATED LOAN MARKET AS UNCERTAINTY OVER TAX PROPOSALS DENTS EUROBONDS

## Autostrade Ecu100m Traders fear tax reform plan will hit Euroaira paper deal oversubscribed

ITALIAN state-owned borrowers are returning to the syndicated loan market, but the market could soon be under pressure again, as pent-up demand for funds creates a surge of transactions for a mixed bag of credits.

Some banks, mainly Japanese, have been refusing to lend to Italian state-owned borrowers as a protest over the failure of the Italian government to make good their exposure to Federconsorzi, the Italian farm service group which collapsed earlier this year.

On Friday, Autostrade, the Italian motorway operator, completed a loan which has been held up by the Federconsorzi issue for several months. In the event, the Ecu100m deal was oversubscribed and has been increased to Ecu125m. The margin was increased due to the Federconsorzi problems to a more generous 45 basis points above the London interbank offered rate over seven years, with an average life of 5½ years. The underwriting group, headed by Banca Commerciale Italiana, includes several Japanese banks.

A new transaction for Monte dei Paschi di Siena was launched on Friday. The Ecu100m term loan, maturing in July 2002, is jointly arranged by Manufacturers Hanover and Monte dei Paschi and underwritten by Bayerische Landesbank, Girocentrale, Italian International Bank and Société Générale. It pays a margin of 47½ basis points over Libor for the first five years, then 50bp over Libor thereafter.

Barclays Bank is taking its

first position as arranger since the Federconsorzi furore on a loan facility for Istituto di Credito Fondiario del Piemonte.

Meanwhile, the finance arm of Iva, the Italian steel company which is part of the huge government-held IRI group, raised \$150m through an issue of floating rate notes. An FRN is something of a hybrid of a syndicated loan and a fixed-rate bond, in terms of its investor base - still held largely by banks, but more widely held and traded - than a loan.

Merrill Lynch, the lead manager, said the deal was "a first step" towards widening Iva's investor base, estimating that around 40 per cent of the deal will be held by existing bank investors, with the remainder reaching a wider audience.

India has been able to return to the market with a sizeable transaction, after a difficult period when many banks feared India's commercial debt might have to be rescheduled. Air India has mandated ANZ and Citibank to arrange the financing of four Boeing 747-400 aircraft. The financing will total more than \$500m. The transaction will be 85 per cent supported by the US Export-Import Bank, while the remaining 15 per cent will be secured on collateral. The margin on the 12-year transaction averages about 100 basis points above Libor.

The \$50m syndicated loan for Kuwait arranged by J.P. Morgan is expected to close early this week, with around 75 banks in the deal. Around \$1.8bn of subscriptions were received in the sell-down, and Kuwait will have to decide whether to take an increase on the \$50m transaction.

Neste and Neste Petroleum have mandated Chase Investment Bank and Citicorp Investment Bank to arrange a \$400m term loan facility to finance its share of the Brage and Heidrun oil fields on the Norwegian continental shelf.

Schroder Wagg is arranging a \$24m club deal, among four banks, for BBC Enterprises. The five-year facility, guaranteed by the British Broadcasting Corporation, has a margin of ½ point above Libor and is currently in syndication.

Tracy Corrigan

THE ITALIAN bond market once again fell victim to uncertainty about tax treatment last week. A proposed change to Italian withholding tax rules caused prices of supranational Eurobonds to drop and one deal to be postponed.

The change stands to increase funding costs of Italian state borrowers and international agencies which currently enjoy a favourable tax position. Since it could deter them from tapping the market, the move may be a setback to the development of the Euroaira bond market, where these borrowers have created a supply of highly rated paper.

Bonds issued by the European Investment Bank, the World Bank, the European Coal and Steel Community and Euratom are all exempt from withholding tax for Italian investors, which creates considerable cost savings when they tap the Italian lira sector.

Under proposals passed by the Italian Senate last week, withholding tax on Euroaira bonds would fall from 30 per cent to 12½ per cent, in line with Italian government bonds. It is also proposed tax should be paid on accrued interest, rather than on the annual coupon, making it harder for investors to avoid the tax.

The rule change, which could come into force next year, would eliminate the tax exempt privileges of government entities, but it is unclear if the international agencies, of which Italy is a member, would be covered.

The increase in costs to agencies could be substantial. The European Investment Bank often borrows in the Euroaira market and then lends the lira-denominated pro-

ceeds on to Italian borrowers. Mr Ernst-Gunther Bröder, president of the EIB, said last week he was not concerned by the move and the EIB had never been happy benefitting from special treatment.

Lira loans from the EIB would not be more expensive for its borrowers as a result, he added. For borrowers which swap into other currencies, the effect of the tax change would be to destroy the excellent arbitrage currently available.

The World Bank, which often swaps the proceeds of lira deals into other currencies, will lose one of its most attractive sources of funding, if the changes go ahead.

According to Italian bankers, the World Bank has been able to raise funds in the sector at levels of 100 basis points to 130 basis points below the London interbank offered rate, because

the absence of withholding tax creates arbitrage opportunities. That sort of financing opportunity has not been available in any other market in the world," observed one Italian banker.

Without this benefit, funding opportunities in the sector would probably be comparable with other sectors, where the World Bank might expect to raise funds at, say, 90 basis points below Libor. Ferrovie, the Italian railway, has also reaped benefits from the system, borrowing floating rate dollars at levels close to 100 basis points below Libor.

These borrowers will also lose out in other sectors. Italian investors have been enthusiastic buyers of tax-exempt bonds denominated in other currencies such as pesetas and D-Marks. Top Italian borrowers like Ferrovie have frequently

tapped the dollar bond market for large amounts.

The extent to which the performance of such deals will be affected is hard to measure, since it will largely depend on the level of participation by Italian investors at any particular time. But in the matador bond market - the Spanish market for foreign borrowers - Italian investors have been a mainstay of buying interest for supranational agency debt.

Consequently, tax exempt names trade at a yield about 30 basis points lower than other matador bonds.

While the initial impact on the Lira bond market last week was negative, the long-term effects of any rule changes, given the uncertainty surrounding them, are hard to gauge. If Italy effectively standardises tax conditions throughout the market, the

prognosis could be improved, since, with anomalies ironed out, the market will be able to mature more quickly. The vast strides made by the Italian government bond market in the last year show that political will to reform can help boost a market's attractiveness to foreign investors.

In the shorter term, some dealers hope to be able to reap the rewards of predicting the changes correctly. While prices of tax-exempt bonds in the Euroaira sector dropped initially, some dealers pointed out it is unclear if any loss of tax-exempt status would apply to outstanding bonds, or only to new bonds. If outstanding issues were not threatened by the changes, existing tax-exempt debt would stage a marked recovery.

Tracy Corrigan

## NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
<b>US DOLLARS</b>							
Hitachi Credit Corp.†	100	1998	5	7½	99.78	UBS Phillips & Drew	7.184
Casio Computer†	250	1998	4	3½	100	Daiwa Europe	3.325
Credit Lyonnais†	250	1994	3	6½	99.76	Credit Lyonnais	6.466
Iva Finance(m)†	150	2001	10	(m)	100	Merrill Lynch	10.383
Aspacol†	100	1998	5	10¼	99.2	SBC	5.639
J.F. Carlo A.E.C.†	50	1998	2	6¼	100	IB Int.	-
Korea Int. Merchant Bk.(m)†	40	1994	3	(n)	100	KEB Int./Commerzbank	10.475
Cplia Naviera Paraz(q)†	100	1998	(q)	9	95.335	Chase Investment Bk	-
<b>STERLING</b>							
Drive Securities(q)†	230	1998	(c)	(c)	100	Goldman Sachs	-
<b>ECUs</b>							
Banque Indosuez†	60	1998	5	9½	102	Daiwa Europe	8.154
<b>CANADIAN DOLLARS</b>							
Export Import Bk of Jap.†	300	1997	6	8½	101.40	UBS Phillips & Drew	8.195
<b>FRENCH FRANCS</b>							
SNCF(q)†	2.5bn	2003	11½	9	99.626	Banque Paribas/BNP	9.042
Province of Quebec†	2bn	1998	8	9½	99.287	CCF	9.510
<b>NEW ZEALAND DOLLARS</b>							
McDonalds System of N.Z.†	50	1998	7	9½	101.85	Westpac Banking	8.988
<b>D-MARKS</b>							
European Investment Bk(d)†	300	2001	10	8½	101.60	Dresdner Bank	7.888
Republ. of Venezuela†	200	1998	5	10½	100¼	WestLB	10.301
Deutsche Ausgleichsbank(q)†	100	2001	9½	(f)	100	Trinkaus & Burkhart	-
Nissan Fleet Estate Devt.(m)†	65	1998	5	9	101.30	ISJ (Germany)	8.669
Ford Motor Credit†	200	1997	6	9	101.30	Dresdner Bank	8.155
Total†	200	2001	10	8½	102.30	Deutsche Bank	8.155
SGL Corp†	125	1995	4	5½	100	Commerzbank	5.125
<b>SWISS FRANCS</b>							
Thal Petro.(Cap.)(a)(m)†	25	1998	-	4½	100	DG Bank (Suisse)	4.500
Vital Refractories(a)(m)†	30	1995	-	4½	100	Nomura Bk (Switz)	4.500
Total†	100	2001	-	7½	102	UBS	6.842
Juro(q)†	25	1998	-	4	100	SBC	3.997
Nichias Corp.(m)†	100	1995	-	4½	100	Credit Suisse	4.500
Republ. of Finland†	150	1998	-	7	100¼	UBS	6.882
Sinko Kogyo(p)(m)†	80	1998	-	4½	100	Coutts & Co.	4.750

## EUROMARKET TURNOVER (\$m)

Primary Market	Over	YTD	Over	YTD
US\$	2,270.0	6.0	689.1	14,334.6
DM	1,043.5	70.0	0.0	11,976.7
Other	27,123.5	51.3	77.1	1,746.6
YTD	27,123.5	6.8	0.0	10,520.3
<b>Secondary Market</b>				
US\$	27,944.1	1,243.5	7,434.4	11,346.8
DM	14,115.5	75.6	1,534.5	8,461.4
Other	46,718.5	78.2	3,897.7	86,497.7
YTD	34,022.1	68.4	3,514.1	76,497.7
<b>Overseas</b>				
US\$	22,385.1	41,131.4	65,498.5	47,123.6
DM	15,994.1	31,124.5	47,123.6	47,123.6
Other	47,786.9	85,648.3	128,305.4	128,305.4

Week to November 21, 1991. Source: ABS

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مقدمہ



**IRELAND (REGULATED<sup>(\*)</sup>)**



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## CURRENCIES, MONEY AND CAPITAL MARKETS

## MONEY MARKET FUNDS

## MONEY MARKETS

## Uncertainty besets sterling and rates

THE money markets will face a certain amount of confusion this week as speculation grows over the future of German rates and the downwards trend of the pound.

For sterling, the outlook is increasingly uncertain. A raft of dismal economic indicators last week and the divisions likely to emerge in the Conservative Party after the Maastricht summit next month offer little encouragement.

Furthermore, the pressures of the forthcoming general election would appear to preclude a rise in UK interest

treasury economist of the Hongkong Bank. "The question is, are the UK authorities prepared to let sterling fall to the floor and other GERM central banks come in to intervene? This will be a test of their credibility within the ERM."

Sterling may be the weakest currency, but it is not the only victim of the D-Mark's Rambo-like rise. The French sought safer waters by raising rates early last week. However, by Friday, even the franc was feeling the pull of the D-Mark.

The D-Mark does not hint at any relief in the immediate future, and talk is turning to a revaluation within the EMS at or before the Maastricht summit.

As long as anxiety is running at these levels, economists expect short rates to stay firm into next year. A cut in UK rates, if it is to come, is unlikely before March at the earliest - and a reluctant increase may be forced through before then.

## UK clearing bank base lending rate

8.75 per cent  
from September 4, 1991

## £ IN NEW YORK

Nov.22	Close	Previous Close
5 Spot	1.7930-1.7940	1.7910-1.7920
1 month	0.90-0.90pm	0.92-0.90pm
3 months	2.56-2.57	2.54-2.55
12 months	0.29-0.11pm	0.05-0.50pm

Forward premiums and discounts apply to the US dollar

### STERLING INDEX

	Nov.22	Previous
8.30 am	91.9	91.2
9.00 am	91.0	91.4
10.00 am	90.9	91.3
11.00 am	90.9	91.3
Noon	90.8	91.2
1.00 pm	90.7	91.2
2.00 pm	90.7	91.2
3.00 pm	90.8	91.2
4.00 pm	90.8	91.2



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INDUSTRIALS (Miscel.) — Contd.							
Symbol	Stock	Price	Open	High	Low	Settlement	Settlement
			High	Low	Settlement	Settlement	
31	Raychem Co. Inc.	44	44	44	44	44	May 11
32	Raychem Co. Inc.	44	44	44	44	44	May 11
33	Raychem Co. Inc.	44	44	44	44	44	May 11
34	Raychem Co. Inc.	44	44	44	44	44	May 11
35	Raychem Co. Inc.	44	44	44	44	44	May 11
36	Raychem Co. Inc.	44	44	44	44	44	May 11
37	Raychem Co. Inc.	44	44	44	44	44	May 11
38	Raychem Co. Inc.	44	44	44	44	44	May 11
39	Raychem Co. Inc.	44	44	44	44	44	May 11
40	Raychem Co. Inc.	44	44	44	44	44	May 11
41	Raychem Co. Inc.	44	44	44	44	44	May 11
42	Raychem Co. Inc.	44	44	44	44	44	May 11
43	Raychem Co. Inc.	44	44	44	44	44	May 11
44	Raychem Co. Inc.	44	44	44	44	44	May 11
45	Raychem Co. Inc.	44	44	44	44	44	May 11
46	Raychem Co. Inc.	44	44	44	44	44	May 11
47	Raychem Co. Inc.	44	44	44	44	44	May 11
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50	Raychem Co. Inc.	44	44	44	44	44	May 11
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74	Raychem Co. Inc.	44	44	44	44	44	May 11
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78	Raychem Co. Inc.	44	44	44	44	44	May 11
79	Raychem Co. Inc.	44	44	44	44	44	May 11
80	Raychem Co. Inc.	44	44	44	44	44	May 11
81	Raychem Co. Inc.	44	44	44	44	44	May 11
82	Raychem Co. Inc.	44	44	44	44	44	May 11

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## INSURANCES

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1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100
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4:00 pm prices November 22

## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	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**NASDAQ NATIONAL MARKET**[illegible][illegible]

## 4:00 pm prices November 22

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\* Data source: *Chief Executives in Europe 1990*

**FT SURVEYS**



## MONDAY INTERVIEW

## Knife out for a fair deal

Ray MacSharry, EC agriculture commissioner, speaks to David Gardner

Ray MacSharry, the EC's Irish agriculture commissioner, is riding high at the moment, though sometimes the ride must seem more like a rollercoaster.

The Irish farm lobby has been trying to crucify him for most of this year, labelling him "the second Cromwell" for the devastation they say his reform of the Common Agricultural Policy will wreak across rural Ireland.

The Cromwell barb cut about as close to the bone as you can reach in a country where history often seems only days away, and obviously pained him. But there is no reason to doubt his assertion that "the more severe the abuse gets, the better I like it. Then you know, by God, that you're having an impact."

Yet now the Irish media is building up this combative farmer-finance minister as the Prince across the Water - the logical successor to Mr Charles Haughey, whose grip on the Irish government and the Fianna Fail party is slipping. And after a year of being belted against the nationally unanimous hostility of EC agriculture ministers and farm lobbies, he is close to achieving the most radical reform of the CAP in its 30-year history. This reform probably stands a better-than-even chance of helping unlock a deal in the five-year-old Uruguay Round to liberalise new swathes of world trade, including - for the first time - agriculture.

It was in the Hague on November 19 that Mr MacSharry is reputed to have remarked in his rather unapologetic way that "two pieces of history could be in the making today."

The first was the possibility of a breakthrough in the General Agreement on Trade and Tariffs (GATT) negotiations on the Uruguay Round. These have been blocked since last December by the farm trade dispute between the EC and the US, whose leaders had now assembled to give Mr MacSharry and his EC counterparts, Mr Ed Madsen, the Irish-American agriculture secretary, the political umbrella they needed to get down to realistic horse-trading. The second was Mr Haughey's crafty defeat of his US confidence motion in his leadership. This, many Irish pundits assume, could allow the Taoiseach to hang on until Mr MacSharry can withdraw from Brussels, get himself a Dail seat, and position himself to take over.

He categorically denies any interest. "It is not my intention, nor has it been my intention, to go back into political life," Mr MacSharry insists. "It's not practical, anyway. Nobody has ever moved out and got back in again; there's always 20 fellows looking for your place. You would be competing for a vacancy which doesn't exist. My family would be happier if I didn't go back in. I intend to be here for the next 12 months, and I'm looking forward to two weeks' of holiday before I leave."

It is hard to disbelieve him. He does not appear to be, say, in a Mario Cuomo position of Hamlet-like reverie on whether to run. Yet he is far too canny a politician to offer himself as a target by declaring now.

He also expresses genuine distaste for the current scandal and conspiracy-driven turn of Irish politics. There are problems in all the parties, he says. "What all the politicians have to do now is get a lead, and stop the name-calling," he says. "They've got to the point where they're eating themselves up, and the people are expecting them to deal with the real problems."

Mr MacSharry has a well-earned reputation for not shirking what he believes to be the right course. As finance minister and deputy prime minister, or Taoiseach, in the short-lived, chaotic Haughey administration of 1982, he started attacking the spiralling budget deficit and public debt through a fiscally rigorous plan called The Way Forward. One Irish politician said it was then that "MacSharry showed his nerve, and has never lost it since. He caused the general election in November." Six months earlier, the people of Sligo fit bonuses to him. Mr MacSharry's elevation, but Fianna Fail was turned out of office.

On his return to the finance ministry in 1987 - after three years in Strasbourg at the European Parliament - he merely updated his strategy and cut 2.5 per cent of gross domestic product off government borrowing in nine months. And he kept on cutting, saving Ireland from a debt crisis but earning him the nickname, Mac the Knife, as well as less flattering sobriquets.

"You don't have to do U-turns if you work for MacSharry," says one of his current staff. The EC agriculture ministers would no doubt bear this out. Four times in the past year he has faced them down. Then his plans for CAP reform leaked in January they

provoked the wrath of big farming and ridicule from ministers. The plan contemplates huge cuts in subsidised prices. Full compensation would be paid direct to the farmer, contingent on medium to large farms taking land out of production, for which the higher farmers would not be compensated. The idea is to level food mountains while ensuring farmers a decent living.

"A euthanasia plan," boomed the Dutch farmers' union. "A museum plan," sniped UK farm minister John Gummer, which would "create a tourist attraction for those who want to look at Marie Antoinette's agriculture." A common joke was that Mr Mac-

Sharry wanted to "Sligo-ise" European agriculture by favouring small farmers.

Mr MacSharry kept his nerve, and by October, when the French caved in, all member states had accepted the thrust of the plan. Earlier, at the preliminary skirmish of the annual price-fixing, when ministers sought to break budget limits, he defeated an attempt by Mr Jacques Delors, the Commission president, to back them. He then made clear he would go over the farm council's head if they would not make up their minds. "You can

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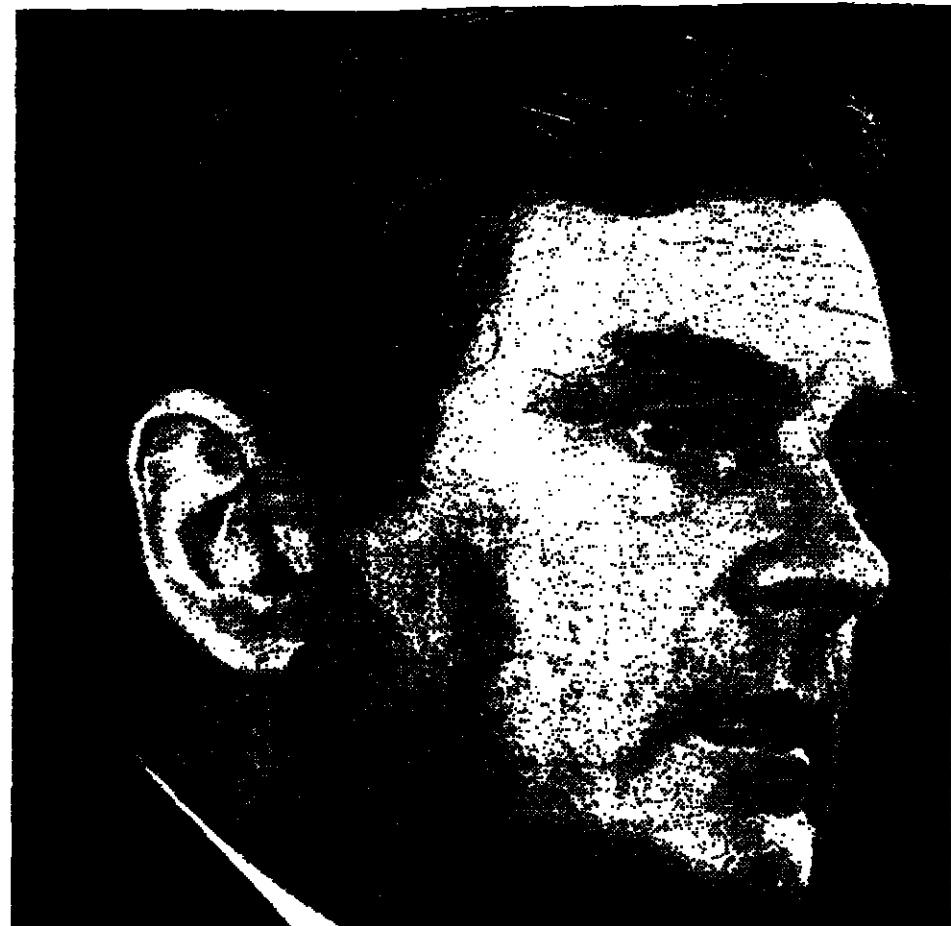
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## The siren call of tax cuts

Cut capital gains taxes. Resurrect the investment tax credit. Reduce income taxes for working families. Create new child tax credits. Give tax relief to consumers who buy American cars. The list of proposed tax cuts is growing longer and wackier.

Old Washington hands familiar with the populist dynamics of America's budget-setting process are beginning to have nightmares. Might the US next year end up with a "Christmas tree" budget laden with fiscal goodies? Even if President George Bush favours relative

anxiety, the argument runs, with the economy stalled, he would be unable to resist pressure from both left and right in Congress for sizeable tax cuts. On Wall Street, the growing fear of fiscal reticence is evident in bond yields that have plummeted to 8 per cent despite plunging inflation.

The White House is looking at taxes because it is desperate to regain the economic initiative. Its faith in an economic rebound has been knocked by a raft of gloomy data - including last week's report that claims for unemployment insurance are back at recession levels. Many forecasters now believe a significant recovery is unlikely before the spring. Even if the feared "double-dip" recession is avoided, growth may be too sluggish to prevent unemployment drifting higher.

If this were a foreign policy crisis, Mr Bush would struggle of short-term unpopularity and provide leadership. On the economy, he radiates uncertainty. He vacillates between saying everything is fine - on the day of the stockmarket's mini-crash he spoke of a "new era of prosperity" - and blaming the recession on Congress for refusing to implement his domestic policies. Neither stance reassures an anxious public. To make matters worse, Mr Bush appears incapable of articulating a coherent economic strategy. He just staggers from one briefing to the next, emitting a stream of half-baked proposals.

This is still an economic community, and we're not talking about changing borders, we're talking about bringing down frontiers."

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MICHAEL PROWSE on America

been so badly misjudged. He was right to abandon his "no new taxes pledge" and strike a budget agreement with congressional Democrats. The 1990 accord will not prevent the deficit ballooning to \$550bn or more this fiscal year, but it probably stabilised the structural deficit in the longer run - an achievement after the profligacy of the Reagan years.

He was also right to propose far-reaching banking reform (stymied by Congress) and to press aggressively for lower interest rates. If the Federal Reserve had eased monetary policy more decisively last autumn, credit would have expanded faster this year and the economy might now be less sickly.

Yet having presided over the longest period of economic stagnation since the 1930s, Mr Bush is inevitably on the defensive. His problems largely reflect the legacy of the "Voodoo economics" he denounced before becoming President Reagan's running mate in 1980.

Three years ago, Mr Bush inherited huge budget and trade deficits, chronically overbuilt real estate markets, bloated and inefficient service industries, and a private sector reeling under record debt burdens. The US economy was unbalanced and it is hard to see how any policies could have avoided a prolonged slowdown. Somebody had to clear up after Mr Reagan's party.

As he weighs policy options, Mr Bush must decide whether most voters understand the realities (and thus will support austerity) or still harbor a "magic bullet" - such as tax cuts - that would painlessly

restore prosperity. By early next year, an embattled Mr Bush may be facing a conservative challenger in Republican primaries as well as a pack of Democrats emboldened by his economic travails. Could he sell a revenue-neutral package of a "growth package" - say, modest cuts in capital gains taxes, investment incentives and a few bones for Democrats? Such a package would not inject purchasing power into the economy and would thus provide virtually no short-term stimulus.

If the economy still seems stalled, White House strategists will surely be tempted by the apparently bolder option of overriding the budget agreement and announcing a sizeable package of tax cuts - say, up to \$50bn - in the next session from the Oval Office. The president could emphasise his long-run goal of deficit reduction, but argue that "when Americans are hurting" his first priority must be to get the economy rolling again. Carefully crafted, a package centred on tax incentives for investment might receive wide support. However, with both parties anxious to avoid a repeat of the debilitating fight over the 1990 budget accord, tax-cutting legislation next year would have to include concessions to all political interests - hence the Christmas tree image.

A net tax cut could easily misfire. Much of the benefit would not be felt until after next November's election. Bond yields might rise sharply. Although some economists believe the direct stimulus to spending would offset the negative effects in the short run, it would reduce saving and undermine longer-term growth prospects. And if Mr Bush jettisons the discipline of the budget, he will have tipped the scales on taxes for a third time.

Yet unless Mr Bush's poll ratings start to climb, past reversals and his own hyperactivity suggest he will be tempted to play the tax card in January. With so many factors pulling in opposite directions, the economic horizon is so short, he may decide nothing is riskier than appearing passive while the economy founders.

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